NSW GOVERNMENT | Public Service Commission

2014 State of the NSW Public Sector Agency Survey

Main Findings Report

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Overview

The 2014 State of the NSW Public Sector Agency Survey (Agency survey) is the first of its kind in NSW. The survey was developed as a companion to the 2014 People Matter Employee Survey (People Matter survey), with the main purpose being to provide an employer perspective of the practices assessed within the People Matter survey, including change management, communication, values, diversity and customer service. The Agency survey also examined various aspects of workforce planning, including data collection and analysis, talent management, the ageing workforce, mobility and capability.

The survey was led by the NSW Public Service Commission (PSC) with the support of Voice Project, a research and consulting company affiliated with Macquarie University who also supported the implementation of the People Matter survey. The survey was open in July 2014 and participation of all departments and agencies was mandatory except for state-owned corporations and independent bodies whose participation was optional. Agencies were defined in accordance with the *Government Sector Employment Act 2013* with some modifications to allow for maximum comparability with the People Matter survey. Of 106 agencies, 103 submitted a response, representing a 97% response rate. An additional six responses were received from state-owned corporations and independent bodies, bringing the total number of agencies participating in the survey to 109.

The primary objective of the survey was to develop an evidence base to assist in understanding the maturity of workforce management practices in agencies. Agencies were asked to rate the extent to which various practices were implemented within their organisation, noting the presence or absence of such practices and, if present, the maturity of implementation. It is acknowledged that there are limitations to such an approach (such as responses from only a small number of people per agency, variation in interpretation of questions between respondents, and self-report bias when evaluating one's own practices). However, as this report demonstrates, the results provide valuable feedback and insights especially when used alongside other performance measures. In this report, comparisons are made with the results from the People Matter survey and 2014 Customer Satisfaction survey, delivered by Service NSW, where relevant.

Results from the Agency survey provide a view of the NSW public sector as a whole, and also provide a baseline for future comparison within clusters and agencies (see Appendix 2 for group level results). However, the results should not be used in isolation as a performance measure for individual agencies, nor can confident comparisons between agencies be drawn.

Workforce practices with higher implementation

Practices that showed higher implementation included change management, communication, customer service, use of values, and workforce planning.

Change management

Almost all agencies reported implementation of change management project plans, alongside detailed communication plans for informing and consulting all stakeholder groups. At first glance, these results appear to contradict low satisfaction with change in the People Matter survey, but the results are more comparable when considering that only a quarter of agencies described their change management practices as "highly developed".

Highlighting the importance of managing change well, those agencies providing stronger ratings for change management had employees who were more satisfied with not just change, but a broad range of other practices such as learning, career development, performance management and mobility. One practice in particular, that of assessing senior managers on the success of change, was the lowest scoring change management practice, and also showed the biggest positive association with People Matter survey scores, suggesting a possible priority for improvement.

Average implementation within each workforce management topic area (% implementation)	
1. Change management	90%
2. Communication	84%
3. Customer service	82%
4. Values based culture	74%
5. Workforce planning	71%
6. Ageing workforce	60%
7. Capability frameworks	57%
8. Supporting diversity	54%
9. Talent Management	54%
10. Mobility	28%

Communication

Agencies reported high levels of implementation in:
- face-to-face communication between senior managers and employees
- communication about the direction for the future of the agency
- the existence of an internal communications team.

Again, these results appeared to contradict less positive results from the People Matter survey, but the results are more aligned when considering the low frequency of "highly developed". The practice of developing senior managers' communication skills was the least implemented but showed the strongest association with positive People Matter survey scores, suggesting the need to further develop this practice.

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Customer service

Customer service is a clear priority for most agencies, and positive results aligned with those from the People Matter survey and Service NSW's Customer Satisfaction Survey. However, benchmarking of customer satisfaction results could be used more frequently and agencies could become more sophisticated in their collection of customer feedback.

Values

Extensive use was reported for both agency or cluster values and the government sector core values, with many agencies drawing upon both to inform their workforce practices.

Workforce planning

Roughly three quarters of agencies have workforce planning in place, although few describe their plans as highly developed, most use simple data and analysis, and most are short-term focused. Although there is widespread recognition of the potential value of workforce planning, the current level of sophistication across most parts of the public sector is low.

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Workforce practices with lower implementation

Lower implementation was reported for mobility, talent management, supporting diversity, use of capability frameworks, and proactively managing an ageing workforce.

Mobility

Although less than a third of agencies had a documented workforce mobility plan in place, this low implementation rate was expected given the early stages of reform in relation to mobility within the NSW public sector. While low, these results provide a baseline for comparison in future years.

Talent management

Only 40% of agencies reported having a documented talent management plan in place, and few practices are used to identify talent apart from simple nomination by a manager. Despite this, many agencies reported staff development and retention practices, such as specialised training, above-level assignments and coaching which, in the absence of many practices to identify talent, presumably are offered to manager nominees or the majority of staff.

Diversity

Whilst the implementation of gender targets was low, practices supporting people with disability were more common across agencies. In terms of gender equality, although the survey confirmed an imbalance between males (72%) and females (28%) in the role of agency head, the sector's overall proportion of women in higher positions (49% female) is greater than those reported in the Australian Public Service in 2014 (43% female). Overall, few agencies described their diversity practices as "highly developed". Interestingly, ratings of maturity levels for diversity practices by agencies generally showed no relationship, and sometimes a negative relationship, with related People Matter survey scores.

Capability frameworks

Although the use of capability frameworks is mixed, there is greater use of the NSW Public Sector Capability Framework (2013) than localised capability frameworks, and frameworks were most commonly used for role descriptions and recruitment.

Ageing workforce

As was the case for workforce planning, most agencies collected basic information to support an ageing workforce, but far fewer have specific plans to retain older workers or transfer the knowledge of older workers to younger staff.

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Greatest workforce risks and challenges

Agencies were asked to identify and rank the three greatest workforce risks they faced in the next five years, and the three greatest challenges to implementing workforce planning. The issues most commonly ranked in the top three risks were underdeveloped management or leadership capability among middle managers, addressing capability gaps due to a changing operating environment and inadequate resources for changing business needs. Overall, the identified risks convey a picture of agencies facing considerable change and capability gaps.

Issues most often rated in the top three workforce risks facing agencies in the next 5 years (% of agencies)

1. Underdeveloped management or leadership capability among middle managers	**56%**
2. Addressing capability gaps due to a changing operating environment	**38%**
3. Inadequate resources for changing business needs	**35%**
4. Recruiting appropriately skilled people	**28%**
5. Dealing with changing business needs due to varying needs or clients	**26%**

The most significant challenge for agencies in implementing and progressing workforce planning was finding the resources, time and budget to undertake workforce planning. Aligned with this finding is that workforce planning is more common within larger agencies who can presumably more easily absorb the cost. Limitations of existing human resource management systems was the second biggest challenge and corresponds with text responses in which technology was the most commonly suggested area for improvement.

Issues most often rated in the top three workforce challenges experienced in implementing and/or progressing workforce planning (% of agencies)

1. Resources, time or cost involved in undertaking the task	**62%**
2. Limitations of the existing human resources management system	**52%**
3. Difficulties mapping current capabilities in order to predict future capability requirements	**38%**
4. A lack of workforce planning experience	**33%**
5. Uncertainty about the future	**32%**

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Agency size comparisons

Larger agencies tended to report a higher degree of implementation of most practices than agencies with fewer employees. For example, 70% of agencies with greater than 10,000 employees reported having a documented talent management plan in place, compared to only 37% of agencies with fewer than 10,000 employees. This finding most likely reflects a greater capacity, and perhaps need, to implement and support the assessed workplace practices in larger agencies, a conclusion supported by the most commonly reported challenge to workforce planning which was the time and cost in implementation. In contrast, in the People Matter survey, satisfaction levels tended to be lower in larger agencies, which may be due in part to the complexity and bureaucracy of larger agencies.

Workplace effectiveness and innovation

Two open-ended questions were included in the survey. The first question asked *If you could change one thing to improve the effectiveness of your workplace, what would it be?* A thematic analysis of responses was conducted and the most commonly reported themes are shown in the table below. Although these themes loosely overlap with responses to the same question in the People Matter survey (where the top five themes were leadership, processes, resources, supervision and recruitment), the issue of processes is common across the Agency survey, People Matter survey and Service NSW's Customer Satisfaction Survey, highlighting a strong potential priority for improvement.

Top 5 themes to improve workplace effectiveness	
1. **Technology**	more sophisticated management information systems
2. **Processes**	greater local-level flexibility and less form-filling
3. **Workforce planning**	enabling more insightful human resource management
4. **Communication**	top-down, bottom-up and inter-group
5. **Values**	facilitating identification with values and building a positive culture

The second open-ended question was optional and asked agencies to describe an example of an excellent or innovative workforce management initiative that had been successfully implemented. The most commonly reported successful initiatives related to learning and development, workforce planning, change management, communication and supporting diversity.

2 About the survey and report

2.1 Overview

The *2014 State of the NSW Public Sector Agency Survey* (Agency survey) is the first time departments and agencies from across the public sector have been given the opportunity to answer questions about the maturity of their workforce management practices.

The purpose of the survey is to develop an evidence base that will assist in better understanding workforce factors affecting the performance of public sector agencies in achieving organisational goals and measuring workforce management maturity. The survey is also designed to provide agencies with some useful insights about their level of maturity and how they compare against selected benchmarks and to identify areas where there is potential for improvement.

Agencies were defined in accordance with the *Government Sector Employment Act 2013* with some modifications to allow for maximum comparability with the People Matter survey. For the purpose of this report departments and agencies are referred to as 'agencies' except where specific types of organisations are mentioned.

2.2 How results will be used

The Agency survey is designed to achieve best practice in state of the sector reporting by developing an evidence base that gives an employer perspective on workforce management in the sector. The Agency survey complements the employee and customer perspectives gained through the People Matter survey and Customer Satisfaction survey. Key findings from the Agency survey are reported in the State of the New South Wales Public Sector Report 2014.

Results from the Agency survey also give departments, agencies and the Public Service Commission an assessment of workforce management practices across the sector and allows for a greater understanding of the linkages between these practices and employee and customer perceptions.

2.3 Survey content

As part of the survey development process, a contextual review was undertaken to identify research relating to best practice strategies, systems and practices that are associated with higher performing organisations, with a focus on public sector organisations where possible. Findings from the contextual review, together with a review of questions asked in agency surveys in other Australian jurisdictions, discussions with key stakeholders at the PSC and feedback from departmental representatives, were used to inform the survey model and the content of survey items.

About the Survey and Report

A number of focus areas were selected for this survey to aid prioritisation and avoid duplication of efforts with existing initiatives within the sector. The final survey model consisted of 12 workforce management topics under 4 broad categories, namely Planning, Engaging, Enabling, and Delivering.

Planning	Engaging	Enabling	Delivering
Analysing and developing individual and workforce talent	*Motivating staff effort aligned with organisational priorities and goals*	*Equipping and enabling a capable and engaged workforce to achieve organisational outcomes*	*Directing work practices for particular outcomes*
• Workforce planning • Talent management • Ageing workforce • Workforce risks and challenges • Mobility • Capability frameworks	• Values based culture • Change management • Communication	• Supporting diversity	• Customer service • Excellence in workforce management

2.4 Response rates and respondents

The survey was open in July 2014 and participation of the majority of agencies was mandatory. Of 106 agencies, 103 submitted a response, representing a 97% response rate. An additional six responses were received from state-owned corporations and independent bodies, whose participation was voluntary, bringing the total number of organisations participating in the survey to 109. All survey responses were approved by the responsible agency head prior to submission. A summary profile and a complete list of participating agencies are provided in Appendix 1 and 3 respectively.

2.5 How to read this report

2.5.1 Analysis

The analysis in this report has been conducted at the whole-of-sector level. Most results are expressed in terms of percentages and the percent implemented score (% Imp) has been used to summarise the level of maturity of organisational policy or practice. Percent implemented is the number of agencies that selected a rating scale point of *basic, developed or highly developed* divided by the total number of agencies that selected any rating point. This excludes those that selected *not applicable* or did not provide an answer. A percentage highly developed (% HD) statistic has also been used in selected tables within this report, to provide a more stringent assessment of maturity of policy or practice.

It is important to note that when generating sector and group averages that agency responses have been equally weighted, irrespective of their size. Analyses of different sized agencies were conducted separately and reference is made throughout this report where interesting differences were found. See Table 7 in Appendix 1 for a list of the number of agencies within different size categories.

2.5.2 How to interpret results

The frequency distribution for an item in the survey shows the percentage of all respondents who chose a rating scale point. Calculations exclude those who did not answer or who chose not applicable as their answer.

This is the legend for reading the frequency distribution for each item. A description of each rating scale point is provided on the next page.

The number of agencies in the sector who responded to the item. A lower number here means more agencies chose not applicable as their answer or did not respond.

%	%	%	%	%
Highly Developed	Developed	Basic	Recognised	Not Recognised

% Imp   N

To what extent does your agency have a documented workforce plan that aligns the organisation's workforce requirements to its business objectives and identifies the future demand for, and supply of, workforce capabilities?

8	20	44	28

72   101

A greater proportion of yellow and green, either light or dark, indicates a greater degree of implementation; i.e., that more agencies have implemented a practice.

Responses where <3% answered a rating scale point are displayed but NOT labelled with a number.

Percent implemented is the number of agencies that selected a rating scale point of *basic, developed or highly developed* divided by the total number of agencies that selected any rating point.

2.5.3 Maturity rating scale

A primary objective of the survey was to develop an evidence base to assist in understanding the maturity of workforce management practices in agencies. Agencies were asked to rate the extent to which various practices were implemented within their organisation, noting the presence or absence of such practices and, if present, the maturity of implementation. It is acknowledged that there are limitations to such an approach (such as responses from only a small number of people per agency, variation in interpretation of questions between respondents, and self-report bias when evaluating one's own practices). However, as this report demonstrates, the results provide valuable feedback and insights especially when used alongside other performance measures. In this report, comparisons are made with the results from the People Matter survey and 2014 Customer Satisfaction survey, delivered by Service NSW, where relevant.

Results from the Agency survey provide a view of the NSW public sector as-a-whole, and also provide a baseline for future comparison within clusters and agencies. However the results should not be used in isolation as a performance measure for individual agencies, nor can confident comparisons between agencies be drawn.

Not Implemented	Not Applicable	Not applicable to your agency, or responsibility rests with another group outside your agency
	Not Recognised	Not in place, the need is not recognised, no implementation has occurred
	Recognised	Not yet in place, although the need is recognised, with implementation either planned or commenced
Implemented	Basic	Implemented to a basic extent, used irregularly or only in a few relevant parts of your agency, loosely integrated with other practices, infrequently monitored or reviewed, and/or the overall benefit is small
	Developed	Implemented well, used regularly or in most relevant parts of your agency, partially integrated with other workforce practices, regularly monitored or reviewed, and/or the overall benefit is moderate
	Highly Developed	Implemented to a high standard, used frequently or across all relevant parts of your agency, well integrated with other workforce practices, frequently monitored or reviewed, and/or the overall benefit is substantial

The percent *not applicable* should be interpreted with caution. Final scores do not include agencies providing a *not applicable* response, and so may be based on a smaller number of agencies. For example, 45% of agencies provided a *not applicable* response on questions around use of a formal tailored capability framework to inform workforce practices while 31% provided a *not applicable* response on gender targets set for employees.

In some instances, a high percent *not applicable* may indicate that a workforce function is being centrally managed and is therefore not applicable at an agency level. Appendix 1 provides further detail about how centrally managed functions were addressed in survey analyses.

2.5.4 Rounding

Throughout the report, percentages have been rounded to whole numbers. When looking at charts and tables the percent positive score displayed may not always add up to 100% because of rounding effects. However, if more decimal places were used, additions would be correct.

3 Planning

3.1 Workforce Planning

Figure 1. Implementation of a workforce plan

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
To what extent does your agency have a documented workforce plan that aligns the organisation's workforce requirements to its business objectives and identifies the future demand for, and supply of, workforce capabilities?	8	20	44	28		72	101
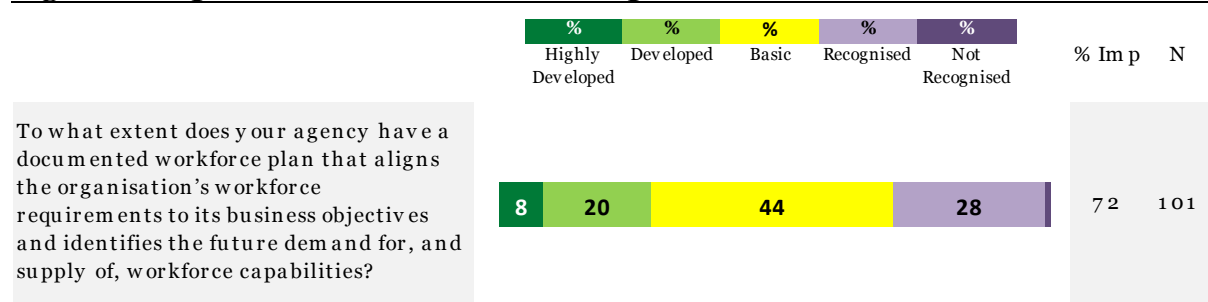
Roughly three quarters of agencies have a workforce plan in place, although few describe their plans as highly developed. Of those who have not yet implemented workforce plans, almost all recognise the need for such a plan and have commenced planning or implementation. As listed later in this report (Section 3.4.2, Table 2), the greatest challenge to improving workforce planning was reported as the time, resources and cost required for effective workforce planning.

Figure 2. Timeframes for which workforce plans estimate the demand for and supply of workforce capabilities (% of responses)

■ Annually ■ 2 years ■ 3-5 years ■ 6-10 years ■ Other

34%
18%
35%
9%
4%
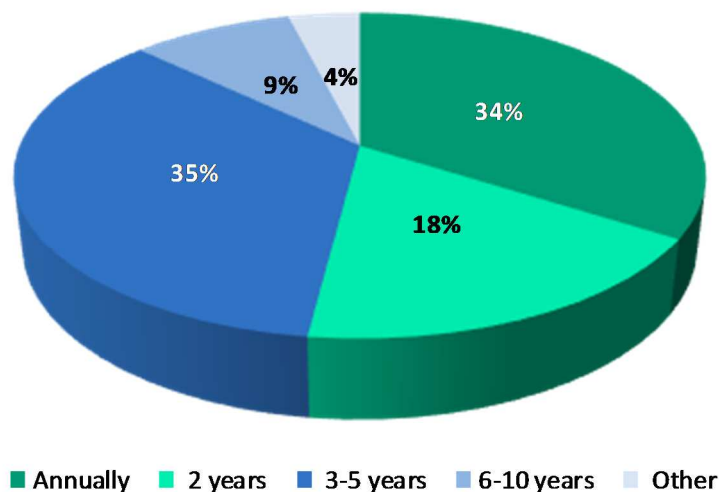
Planning

Figure 3. Implementation of workforce planning characteristics

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Identifies the most critical roles for the sustainable delivery of your agency's objectives	11	34	37	17		83	102
Identifies the number and capability of employees you currently need	10	37	35	16		83	102
Identifies the number and capability of employees you will need 5+ years into the future		11	22	49	16	35	100
Identifies the likely supply of employees with required capabilities from within your agency	5	20	41	30	4	66	100
Identifies the likely supply of employees with required capabilities from outside your agency	4	14	36	36	10	54	100
Links capability needs with your agency's strategic goals	7	23	39	30		69	102
Identifies recognised skills gaps and deficiencies	8	16	50	25		74	101
Links with your agency's recruitment and selection practices	7	29	38	24		74	100
Links with your agency's learning and development initiatives	7	30	37	25		75	102
Links with your agency's performance management system	7	26	36	29	3	69	102
Identifies desired culture change, including desired values and behaviours	10	27	37	25		74	101
Addresses organisational design, including planning the composition of the workforce	8	24	38	27	4	70	102
Addresses the needs of an ageing workforce	5	16	31	36	12	52	98
Addresses talent management and succession planning for future leadership roles in your agency	4	18	35	40	4	57	101

Planning

Workforce plans in NSW agencies tend to be short-term focused in considering current employee and capability needs. For example, only 35% of agencies consider numbers and capability of employees needed more than five years into the future and only one in ten agencies consider the availability of suitable staff more than five years into the future. Results also suggest that workforce plans often don't consider needs of an ageing workforce or succession management for senior leadership roles. Some agencies thought increased attention on future workforce needs would have positive outcomes.
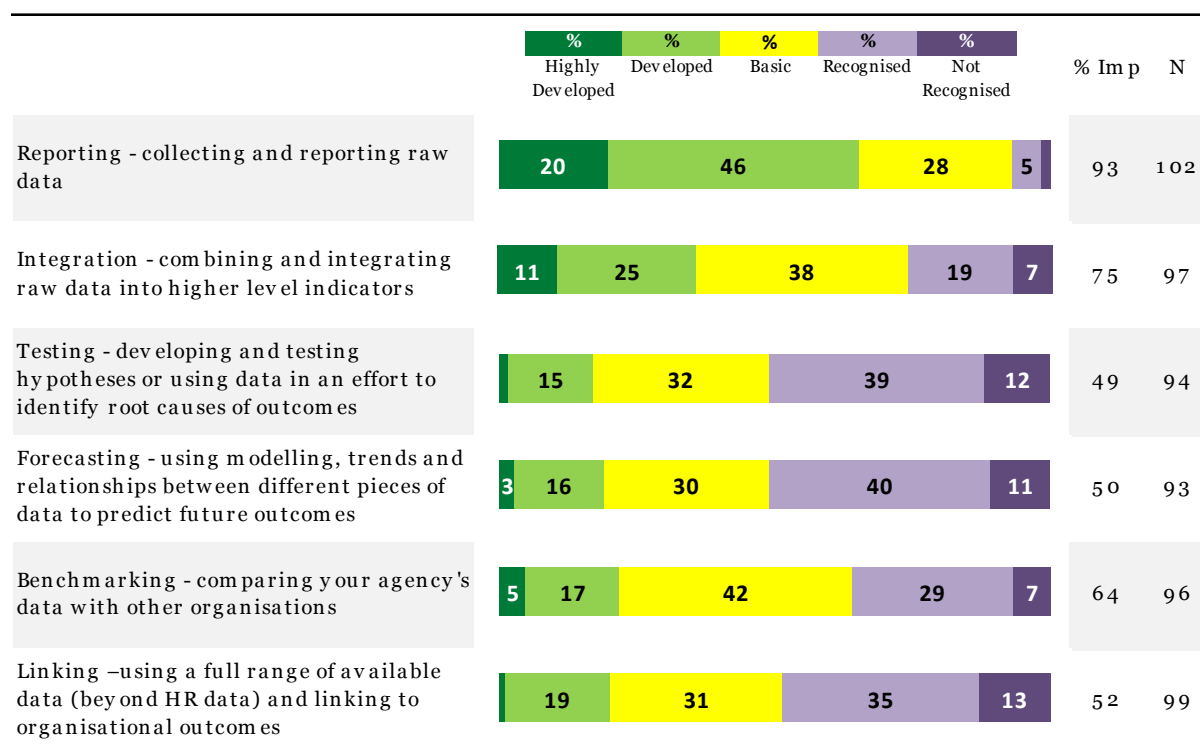
Figure 4. Use of workforce data to inform other workplace practices

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Workforce availability – e.g. headcount, employment type or status, absenteeism	17	50	27	4	3	94	105
Workforce profile – e.g. location, occupational grouping/job family, classification level, age, gender, diversity	12	37	39	11	3	87	104
Workforce mobility – e.g. secondments, transfers, resignations, retirements, redundancies, tenure, employee engagement	10	32	39	16	4	80	101
Workforce capability – e.g. performance management, qualifications, skills and capabilities	7	33	34	26		73	104

When developing workforce plans, there is reasonably frequent use of a wide range of data to inform workforce practices. This is not surprising given the requirement of agencies to report this data as part of the sector-wide workforce census collection. But analyses tend to be simple - for example, most use raw data such as headcount and employment type, and although three quarters aggregate data into higher level indicators, only two thirds of agencies benchmark data, and only half use more sophisticated approaches including testing, forecasting and linking with outcomes.

Planning

Figure 5. Extent to which agencies engage in different levels of analysis of workforce data

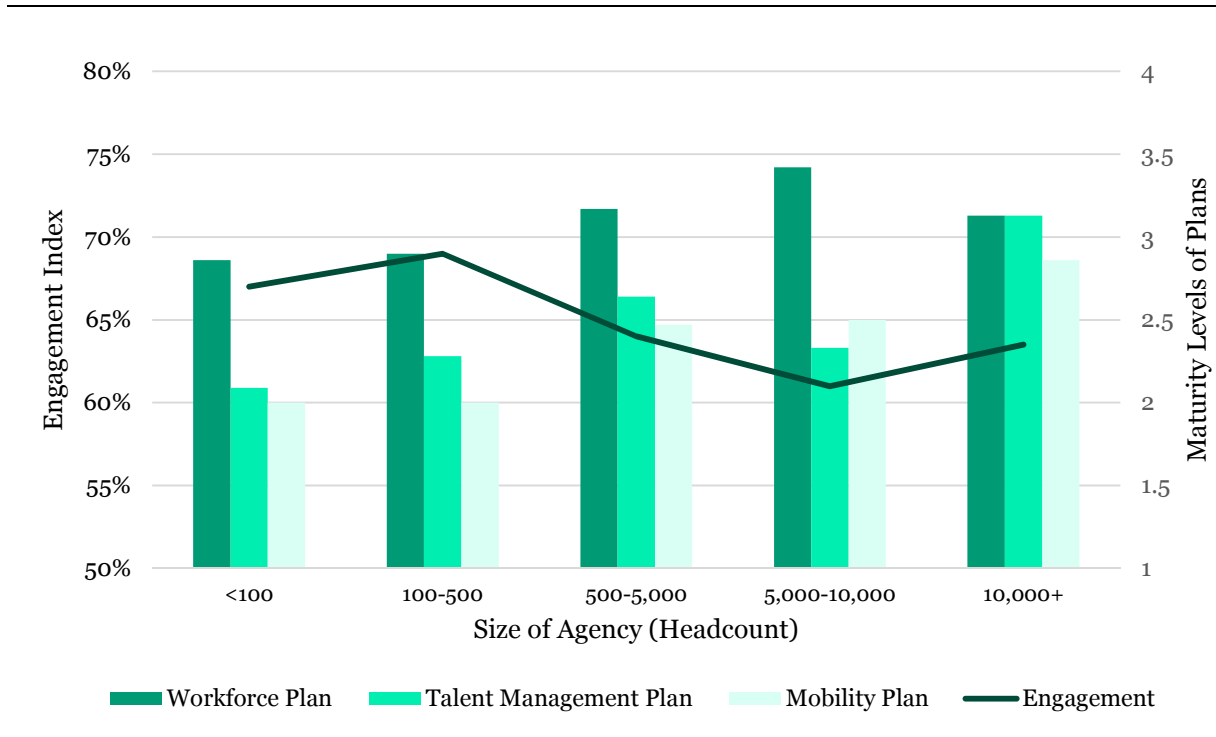|	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Reporting - collecting and reporting raw data	20	46	28	5		93	102
Integration - combining and integrating raw data into higher level indicators	11	25	38	19	7	75	97
Testing - developing and testing hypotheses or using data in an effort to identify root causes of outcomes		15	32	39	12	49	94
Forecasting - using modelling, trends and relationships between different pieces of data to predict future outcomes	3	16	30	40	11	50	93
Benchmarking - comparing your agency's data with other organisations	5	17	42	29	7	64	96
Linking –using a full range of available data (beyond HR data) and linking to organisational outcomes		19	31	35	13	52	99

3.1.1 Workforce planning and employee perceptions

Examining the relationship between the Agency survey and the People Matter survey, an initially surprising result was that practices measured in the Agency survey such as workforce planning showed negative correlations with employee ratings of satisfaction in the People Matter survey. That is, more "mature" self-ratings by agencies for practices such as workforce planning, having a documented talent management plan, and having a mobility plan, tended to be associated with employees reporting lower satisfaction in the People Matter survey. This slightly negative relationship for some practices is, at least in part and perhaps in total, explained by differences in organisation size. Larger agencies were more likely to rate themselves as more "mature" on many of the planning practices assessed in the Agency survey, whereas larger agencies tended to show slightly lower scores in the People Matter survey. See Figure 6 for an example of this effect.
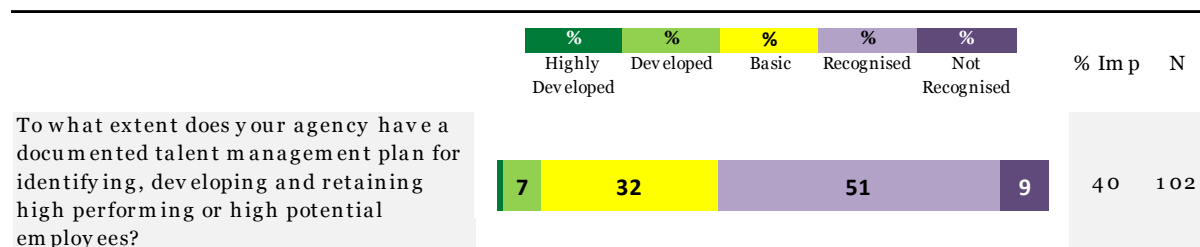
It would be unwise to use this negative relationship between agency "maturity" and employee satisfaction to conclude that these practices have neutral or negative impact. These practices may be a necessary bureaucratic consequence of increasing agency size and complexity. Nevertheless, these results caution against mandating such practices for smaller agencies because such practices may be unnecessary for their level of organisational complexity, and could impose bureaucratic burden, drain resources and limit the flexibility, which is a strength of smaller organisations.

Planning

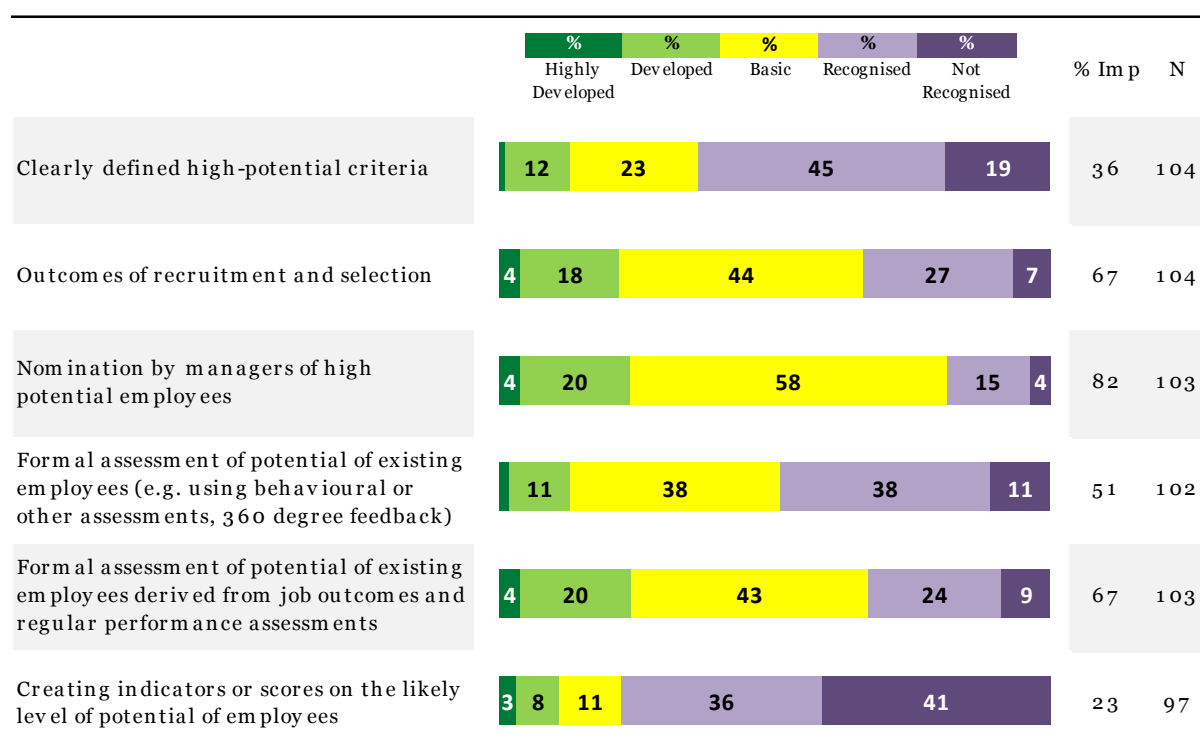**Figure 6. Employee engagement and maturity levels of plans across different sizes of agency**

3.2 Talent Management

Figure 7. Implementation of a talent management plan

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
To what extent does your agency have a documented talent management plan for identifying, developing and retaining high performing or high potential employees?		7	32	51	9	40	102

Unlike the relatively high frequency of workforce management plans, talent management plans were much less common. Talent management plans were only in place for 40% of agencies and only one third said they have a systematic talent development program in place. As with workforce planning, larger agencies were more likely to have a plan than smaller agencies.

Figure 8. Implementation of practices used to identify high performing or high potential employees

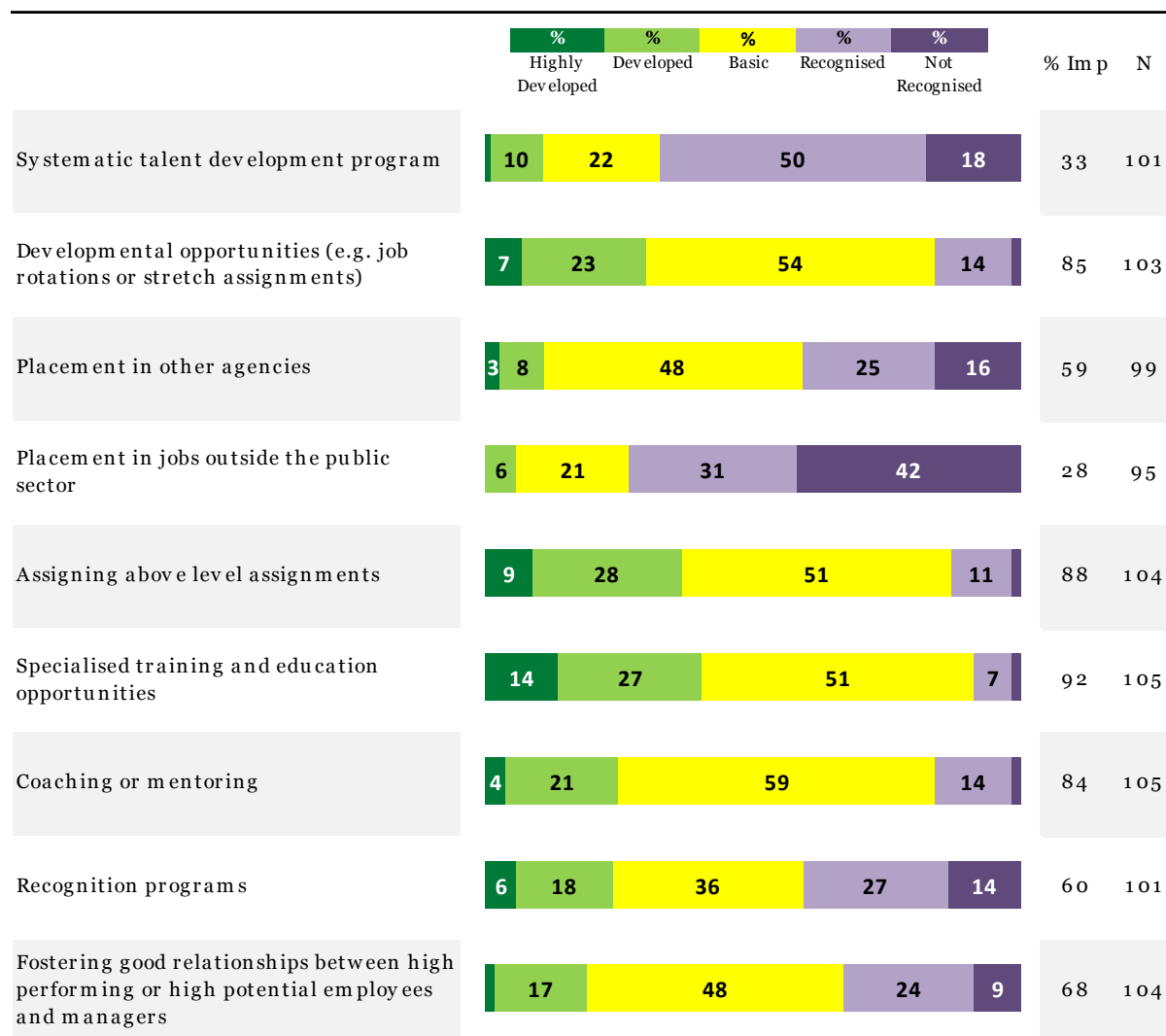|	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Clearly defined high-potential criteria		12	23	45	19	36	104
Outcomes of recruitment and selection	4	18	44	27	7	67	104
Nomination by managers of high potential employees	4	20	58	15	4	82	103
Formal assessment of potential of existing employees (e.g. using behavioural or other assessments, 360 degree feedback)		11	38	38	11	51	102
Formal assessment of potential of existing employees derived from job outcomes and regular performance assessments	4	20	43	24	9	67	103
Creating indicators or scores on the likely level of potential of employees	3	8	11	36	41	23	97

The most common method of identifying talent is nomination by a manager. Two thirds of agencies draw upon specific job outcomes, on-the-job performance assessments, or selection processes to identify talent, half use behavioural assessment or 360-degree assessment, and one third have clearly defined criteria for identifying talent. Very few agencies actively scored employees on their future potential, with roughly half describing such a practice as not applicable or not a recognised need. Identification of talent was more likely for senior managers than for lower level staff.

Despite limited frequency and sophistication in identifying talent, many methods are used for staff development – for example, more than 80% of agencies report using job rotations, stretch assignments, above-level assignments, training, coaching or mentoring. Less frequent methods, but still used by about two thirds of agencies, include recognition programs, fostering relationships

between talented staff and senior managers, and placement in another agency, although placement outside of the public sector is infrequent (with half reporting such a practice as not applicable or not a recognised need).
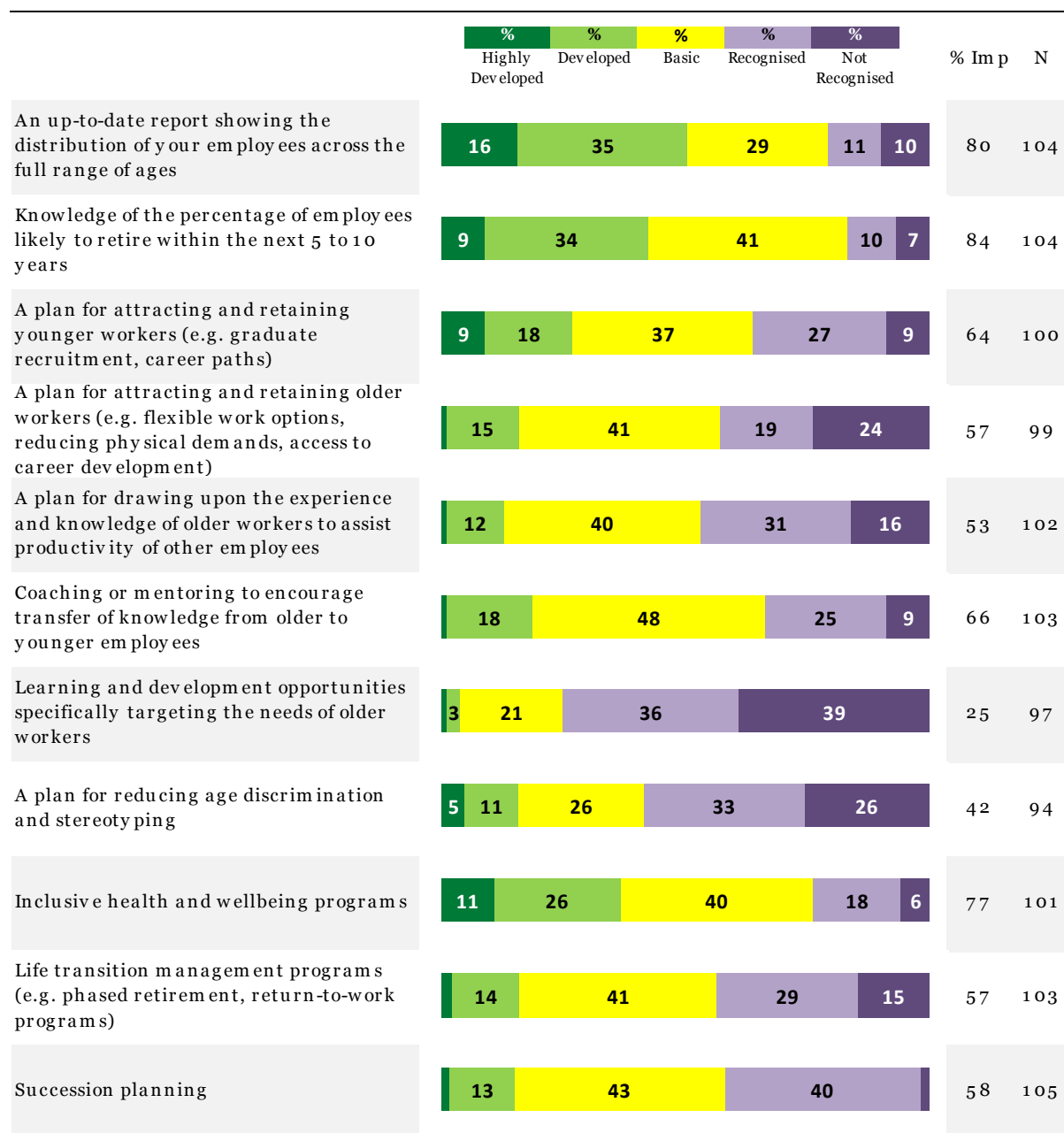
Figure 9. Implementation of practices used to develop and retain high performing or high potential employees

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Systematic talent development program	10	22		50	18	33	101
Developmental opportunities (e.g. job rotations or stretch assignments)	7	23	54	14		85	103
Placement in other agencies	3	8	48	25	16	59	99
Placement in jobs outside the public sector		6	21	31	42	28	95
Assigning above level assignments	9	28	51	11		88	104
Specialised training and education opportunities	14	27	51	7		92	105
Coaching or mentoring	4	21	59	14		84	105
Recognition programs	6	18	36	27	14	60	101
Fostering good relationships between high performing or high potential employees and managers		17	48	24	9	68	104

The contrast between the low frequency of identifying talent and the higher frequency of methods of developing and retaining talent, highlights a potential priority for improvement. Perhaps this gap reflects a cultural reluctance to differentiate high and low performing staff, or maybe it corresponds to the inadequate technology and performance management systems mentioned elsewhere in this report and also the report for the People Matter survey, making it difficult to differentiate staff performance. It is plausible that this result may be distorted by responding agencies who were actually referring to general development and retention strategies, as opposed to strategies for managing the talent of high performing or high potential employees. Regardless, differentiating staff performance is a core component of high performing organisations when managed respectfully and alongside genuine support and development opportunities for all staff.

3.3 Ageing Workforce

Figure 10. Implementation of practices to manage the age profile of the workforce

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
An up-to-date report showing the distribution of your employees across the full range of ages	16	35	29	11	10	80	104
Knowledge of the percentage of employees likely to retire within the next 5 to 10 years	9	34	41	10	7	84	104
A plan for attracting and retaining younger workers (e.g. graduate recruitment, career paths)	9	18	37	27	9	64	100
A plan for attracting and retaining older workers (e.g. flexible work options, reducing physical demands, access to career development)		15	41	19	24	57	99
A plan for drawing upon the experience and knowledge of older workers to assist productivity of other employees		12	40	31	16	53	102
Coaching or mentoring to encourage transfer of knowledge from older to younger employees		18	48	25	9	66	103
Learning and development opportunities specifically targeting the needs of older workers	3		21	36	39	25	97
A plan for reducing age discrimination and stereotyping	5	11	26	33	26	42	94
Inclusive health and wellbeing programs	11	26	40	18	6	77	101
Life transition management programs (e.g. phased retirement, return-to-work programs)		14	41	29	15	57	103
Succession planning		13	43	40		58	105

3.3.1 Managing the ageing profile

Collection of basic data associated with an ageing workforce is reasonably common, reflecting a similar pattern mentioned above for workforce planning in which there was a reliance on raw data and basic analyses. Most agencies have a profile of the age distribution of staff, and know the percentage of staff likely to retire within the next 10 years. But fewer have specific actions in place to deal with an ageing workforce, with between one half and two thirds having specific plans for retaining older workers, attracting younger workers, capturing or transferring knowledge of older workers, succession planning, and transitioning older workers to retirement. Responses to succession planning in this

section of the survey are very similar to those reported in regards to workforce planning - a little more than half engage in succession planning, only a handful of agencies say they are highly developed in this regard, and only very large agencies report a high degree of implementation.

Fewer than half of the agencies had a plan for reducing age discrimination or provided learning and development opportunities that were specific to the needs of older workers. Nevertheless, results in relation to age differences in the People Matter survey showed no substantial gap in satisfaction levels of older workers. Staff aged 55-59 did show slightly below average agreement with the statement "Age is not a barrier to success in my organisation" (75% compared to a sector average of 82%), but satisfaction with learning and career opportunities for this and other older age groups were at or above average.

3.4 Workforce Risks and Challenges

Agencies were asked to identify the greatest workforce risks in the next five years, and greatest challenges in implementing or progressing workforce planning. The list of risks and challenges were based on those used by the Australian Public Service Commission (APSC) in their 2014 agency survey.

3.4.1 Workforce risks

The top five risks were associated with coping with change and gaps in capability. These results closely resembled those found by the APSC and the Western Australian Public Sector Commission, with capability gaps and recruiting being in the top five for all three jurisdictions.

Identifying, managing and retaining talented staff was not frequently identified as a risk, making an interesting comparison with the previously discussed low frequency of talent management activities. It is not clear whether the low risk associated with talent management is either a cause or consequence of the infrequent talent management practices - it is perhaps both. Nevertheless, as mentioned earlier, there is likely room for improvement in regards to talent management practices.

Planning

Table 1. Rankings of the three greatest workforce risks facing agencies in the next five years (% survey respondents ranking a given issue in their top three risks)

Risk	Ranked 1	Ranked 2	Ranked 3	Total
1. Underdeveloped management or leadership capability among middle managers	16%	23%	17%	56%
2. Addressing capability gaps due to a changing operating environment	18%	6%	14%	38%
3. Inadequate resources for changing business needs	14%	14%	7%	35%
4. Recruiting appropriately skilled people	10%	10%	8%	28%
5. Dealing with changing business needs due to varying needs of clients	12%	8%	6%	26%
6. Limited career advancement or mobility opportunities for employees	5%	7%	13%	25%
7. Loss of corporate knowledge or talent due to retirement	5%	6%	8%	20%
8. Retaining appropriately skilled employees	7%	6%	5%	19%
9. Retaining employees with a high potential for succession	2%	6%	6%	14%
10. Addressing capability gaps due to a reduction in agency size	4%	6%	2%	11%
11. Skill shortages which impact on agency capability	3%	6%	2%	11%
12. Other	3%	2%	6%	11%
13. Inability to identify or manage talent	0%	2%	6%	8%
14. Over-supply of capability sets not suited to future needs	2%	0%	1%	3%

Planning

3.4.2 Workforce challenges

Clearly the greatest challenge in conducting workforce planning is the lack of resources, time or budget (this was also the case in the 2014 APSC agency survey). This perhaps partly explains why workforce planning is more frequent in larger agencies rather than small agencies. Limitations of existing human resource management systems was the second biggest challenge and corresponds with text responses, reported later in this report, in which technology was the most commonly suggested area for improvement. Uncertainty about the future was ranked highly as a challenge, and this aligns with the previously discussed risks associated with managing change.

Interestingly, a lack of experience in workforce planning was rated in the top three challenges by only one third of agencies. This finding is somewhat contradicted by the lack of "highly developed" workforce planning across the sector. Perhaps many executives may not recognise their agency's lack of expertise. Providing an opening to expanding the practice of workforce planning, only one quarter of agencies rated "lack of awareness or belief in managers about the value of workforce planning" as a challenge, suggesting a reasonably widespread belief in its benefits.

When given the opportunity to specify other challenges to workforce planning, some agencies highlighted that planning was difficult due to the extent of change and restructuring being experienced. An additional challenge was identified by several agencies, who expressed difficulty obtaining sufficient personnel who were adequately skilled.

Table 2. Rankings of the three greatest workforce challenges experienced in implementing and/or progressing workforce planning (% survey respondents ranking a given issue in their top three challenges)

Challenge	Ranked 1	Ranked 2	Ranked 3	Total
1. Resources, time or cost involved in undertaking the task	32%	21%	9%	62%
2. Limitations of the existing human resources management system	17%	17%	17%	52%
3. Difficulties mapping current capabilities in order to predict future capability requirements	8%	17%	13%	38%
4. A lack of workforce planning experience	8%	11%	14%	33%
5. Uncertainty about the future	12%	9%	11%	32%
6. Changes in funding or staffing	7%	10%	8%	25%
7. Lack of awareness or belief of managers about the value of workforce planning in achieving organisational outcomes	7%	6%	10%	24%
8. Other	6%	2%	10%	18%
9. Impact of workforce capability on outcomes	1%	7%	8%	16%

3.5 Mobility

Figure 11. Implementation of a documented plan for workforce mobility

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
To what extent does your agency have a documented plan for workforce mobility, informed by the Government Sector Employment Act 2013?			6	21	57	15	28	82
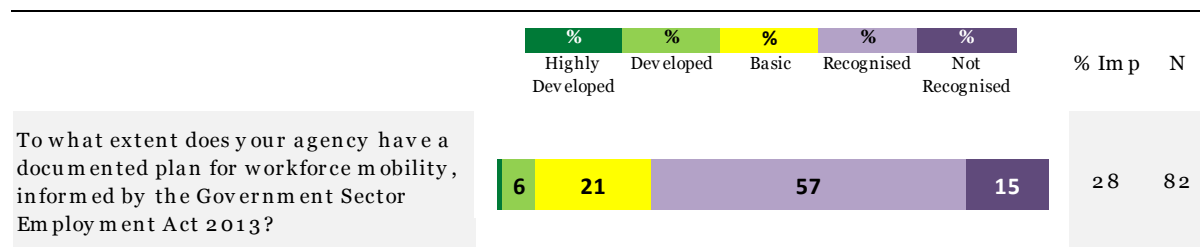
Workforce mobility is an important workforce issue that is promoted by the Government Sector Employment (GSE) Act 2013. Mobility is the movement of employees through reassignment, transfer or secondment. It includes secondments and temporary assignments to a higher grade or band than the employee's ongoing employment. It can refer to movement within or between agencies and sectors.

A low level of implementation of mobility planning was expected, given the GSE reforms are relatively new. Only one quarter of agencies reported having a mobility plan in place, and most of the plans were described as only at a basic level.

Agency comments highlighted that the development of workforce mobility plans is an area for improvement, and more than half of all agencies reported they recognised the need for such a plan. Of some concern is, roughly a year in from the reforms, that one third of agencies rated a mobility plan as either "not applicable" or the need as "not recognised".

3.5.1 Mobility and employee perceptions

There was no clear relationship between an agency having a mobility plan and employees' perceptions in the People Matter survey of having the skill, motivation or opportunity to work in another agency. Given the recent introduction of the GSE Act, it may be too early to see an impact of mobility plans that have been introduced. It will be important to assess the effectiveness of the rollout of mobility plans in future agency and employee surveys.

3.6 Capability Frameworks

Figure 12. Implementation of the NSW Public Sector Capability Framework to inform workforce practices

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Culture change	4	12	39	40	5	55	95
Workforce planning	4	6	41	46	3	51	94
Role descriptions	8	26	39	25		73	97
Recruitment and selection	5	25	40	28		70	97
Learning and development	4	19	41	34		64	97
Performance management	5	19	36	38		61	98
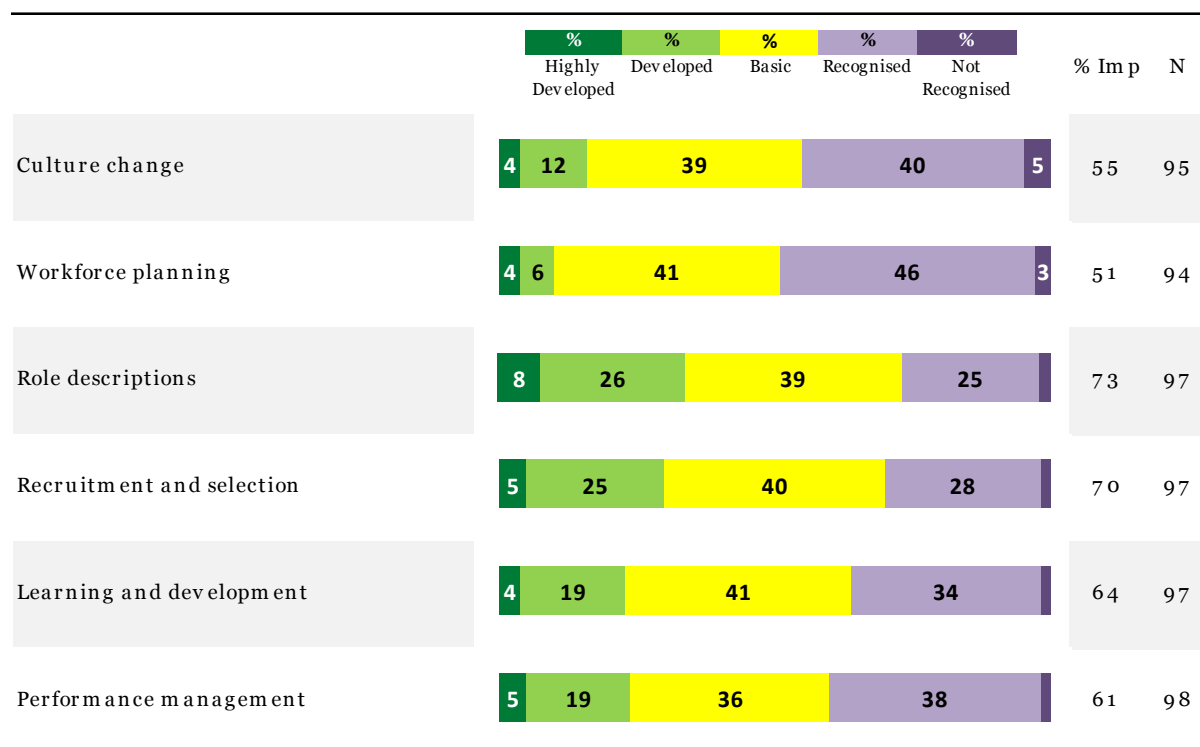
Questions were asked about the use of the NSW Public Sector Capability Framework (2013) and localised tailored capability frameworks, and their integration with other workforce practices. Overall, the NSW Public Sector Capability Framework was reported as being used more often than tailored frameworks, with roughly half of all agencies saying a tailored capability framework was either not applicable or not a recognised need.

For those agencies that have implemented a capability framework, most rate their use as basic, with only a handful of agencies describing their use as highly developed. Capability frameworks were more commonly used for recruitment, role descriptions, learning and development, and performance management. Reflecting the earlier results showing that workforce planning is predominantly implemented in a basic manner and using simple data, only half of agencies are integrating capability frameworks with workforce planning.

It is interesting to note that a few agencies reported implementation of both the NSW Public Sector Capability Framework and a tailored capability framework, particularly for recruitment and learning and development. This could be for many reasons, for example, transitioning to the NSW Public Sector Capability Framework, the use of multiple capability frameworks for different purposes or integration of aspects of the NSW Public Sector Capability Framework into tailored agency frameworks. This could be investigated further.

Planning

Figure 13. Implementation of a tailored capability framework to inform workforce practices
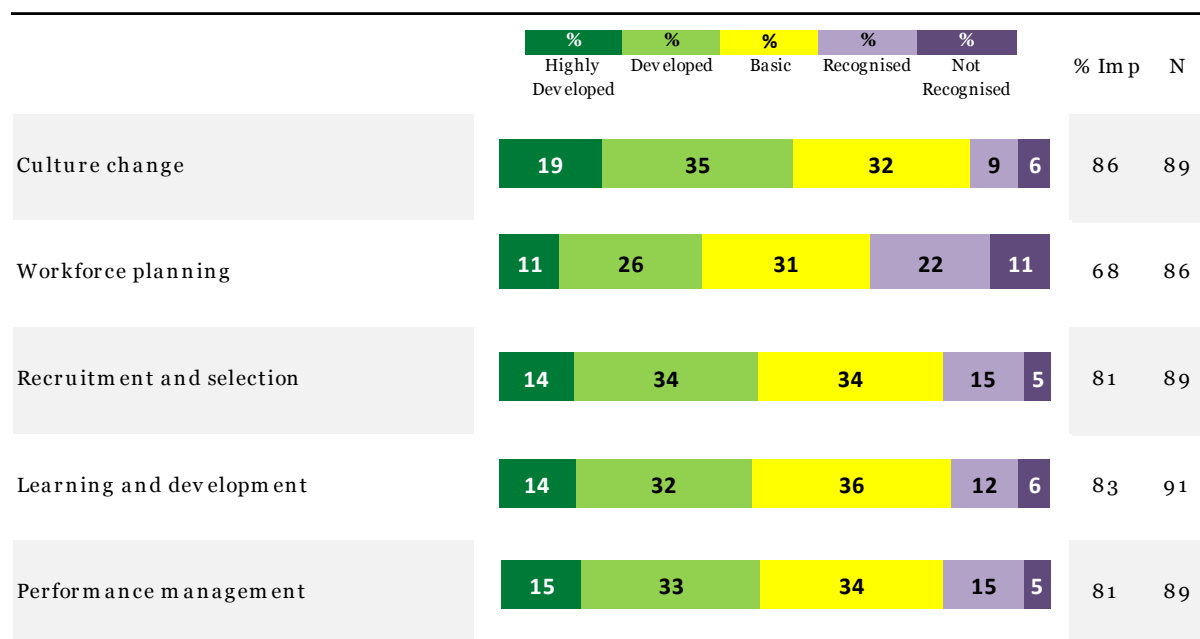
	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Culture change	5	12	26	37	19	44	57
Workforce planning	3	13	25	42	17	42	60
Role descriptions	7	20	30	31	13	56	61
Recruitment and selection	8	21	25	31	15	54	61
Learning and development	5	20	32	30	13	57	60
Performance management	5	21	27	33	14	53	63
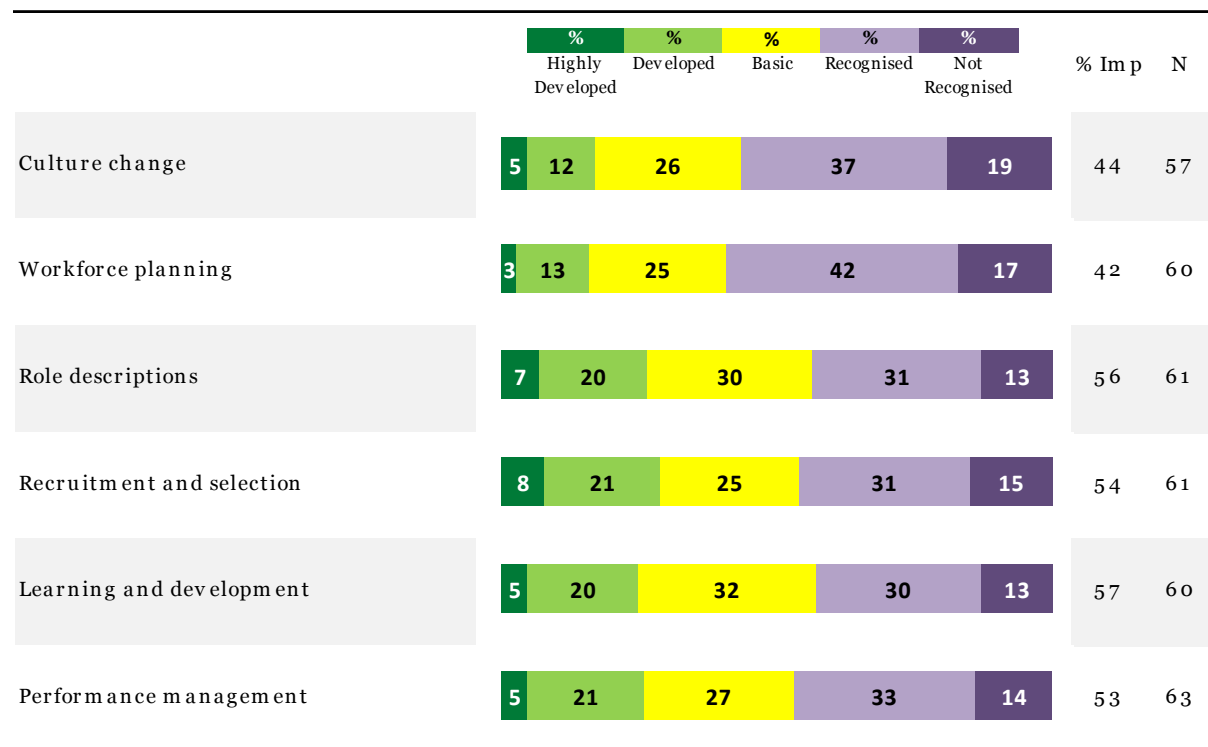
4 Engaging

4.1 Values Based Culture

Figure 14. Integration of government sector core values into workforce practices

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Culture change	14	27	37	17	6	78	89
Workforce planning	10	19	32	27	11	62	88
Recruitment and selection	15	28	35	20	3	77	90
Learning and development	12	26	36	21	6	74	90
Performance management	15	29	35	19		79	88
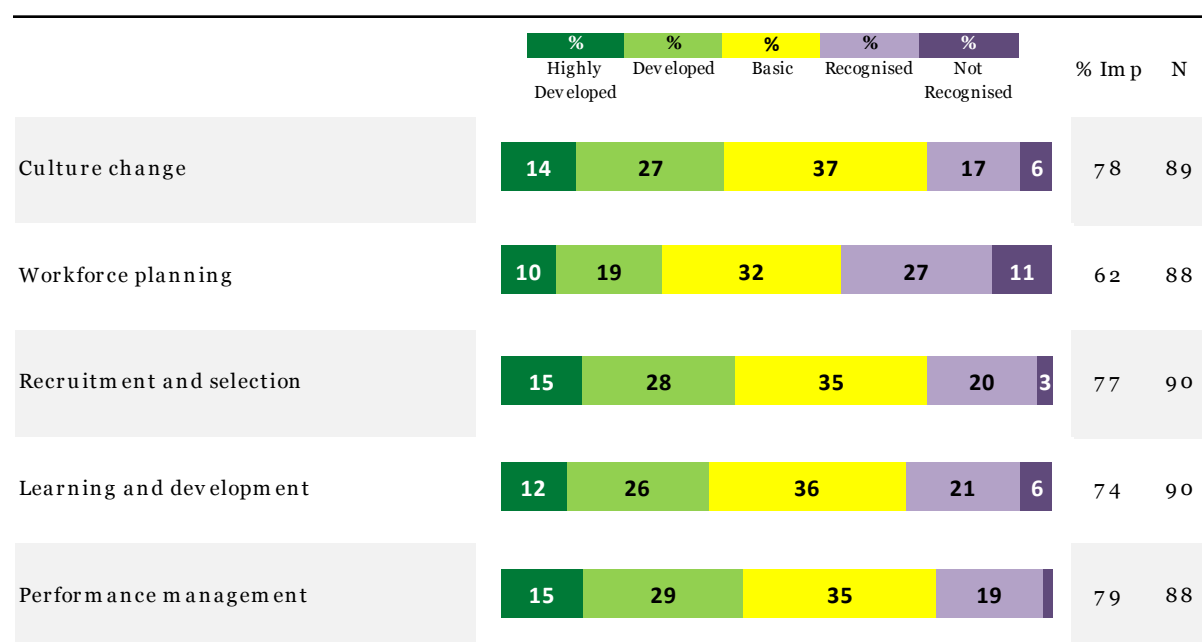
Agencies were more likely to use localised tailored values rather than the NSW government sector core values (integrity, trust, service and accountability) to inform their workforce practices. This finding most likely reflects the existence of localised values prior to the NSW government's introduction of the core values. It should be noted, however, that many agencies reported integrating both the core values and localised values into workforce practices to at least a basic extent. Overall, more than three quarters of agencies reported using core values and/or localised values, with up to one in five reporting doing so at a highly developed level, and doing so across a broad range of workforce practices including recruitment, learning and development, performance management, workforce planning and culture change.

Figure 15. Development and integration of agencies' own sets of values into workforce practices

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Culture change	19	35	32	9	6	86	89
Workforce planning	11	26	31	22	11	68	86
Recruitment and selection	14	34	34	15	5	81	89
Learning and development	14	32	36	12	6	83	91
Performance management	15	33	34	15	5	81	89

When asked how agencies were encouraging alignment with the government sector core values, it is interesting to note that roughly a sixth answered not applicable. Given the generic nature and applicability of the values, this result suggests that some agencies could benefit from exploring the relevance of the core values to their organisation. The core values were most commonly reinforced through documented objectives and policies, through communications from senior managers and supervisors, and during induction. Other common methods include training, performance management, and assessing employee perceptions. Least frequent methods, used by roughly half of all agencies, include values-based recognition programs and gathering customer feedback about an agency's performance against its values.

4.1.1 Values and employee perceptions

When examining the links between results in the Agency survey and People Matter survey, it was the incorporation of values in performance management systems that showed the strongest relationship with positive outcomes in the People Matter survey. Those agencies including reference to values in their performance management systems were more likely to have employees who reported being assessed against clear criteria, reported fewer conflicts of interest within their workplace, reported being better resourced, were more satisfied with career development opportunities, and were more aware of relevant legislation and policies.

The impact upon positive People Matter survey scores was slightly stronger when an agency implemented their own in-house values rather than using the more generic government sector core values. This finding perhaps reflects the greater ease with which local values can be more closely aligned with work unique to each agency. It is also possible that employees feel more involved in the development of a local set of values, and hence show a greater level of understanding and acceptance of those values.

Figure 16. Approaches used to encourage alignment with government sector core values

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Included in documented agency objectives and management policies	12	28	41	17		81	93
Regular communication of the values by senior managers	13	31	37	16	3	81	94
Regular communication of the values by supervisors and managers	12	26	42	18	3	79	94
Delivered specific training or information sessions on the values	12	21	35	26	8	67	93
Incorporated the values and their application in orientation/induction and training programs	15	31	30	23		77	93
Incorporated the values in your performance management systems/KPIs for supervisors and managers	14	24	29	31		67	93
Incorporated the values in your performance management systems/KPIs for executive employees	15	29	32	22		76	90
Implemented recognition programs that support behaviours in line with the values	7	23	22	40	9	51	92
Assessed employee perceptions of whether your practices are aligned with your values	11	24	28	31	7	63	93
Assessed customer perceptions of whether your practices are aligned with your values	6	15	35	35	9	56	88

Engaging

4.2 Change Management

Figure 17. Implementation of approaches used to manage and achieve major workplace change

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Project plans with goals, accountabilities, and timelines	25	56	18			99	104
Multidisciplinary committees with defined roles and responsibilities	21	53	21	3		95	99
Documentation of the link between the change management plans and agency objectives	23	40	29	6	3	91	101
Detailed communication plans for informing and consulting with all stakeholder groups	20	51	25	3		96	104
Monthly communication from senior managers of change objectives and progress	23	43	28	5		95	104
Face-to-face communication between senior managers and most employees	28	51	19	3		97	105
Project management software, processes and meetings to monitor progress and manage risks	10	36	36	13	6	81	101
Training programs for employees affected by the change to support change initiatives	13	43	33	10		90	105
Assessment of managers on the success of the implementation of the change	9	17	40	32	3	66	105

4.2.1 Change management and employee perceptions

Change management was the highest rated of all the workforce management topic areas, with almost all agencies reporting use of an extensive range of change management practices. These results contrast with much lower scores from the People Matter survey in which only 44% of employees believed change is managed well (although a slightly higher 65% believe their agency is making necessary improvements to meet future challenges). Perhaps these results highlight the frequency and difficulty of organisational change. As discussed earlier, the workplace risks reported by agencies presented a clear theme of ongoing organisational change – this ever-present nature of change inevitably results in agencies implementing many practices to manage change. However, these results suggest it is not sufficient to simply use change management practices, but instead it is important they are implemented well. With only a quarter of agencies rating their practices as highly developed, it is perhaps not surprising that only a minority of staff are satisfied with how change is handled.

Despite the differences in scores from the Agency survey and People Matter survey, it should be noted that agency self-ratings of change management practices showed some of the strongest associations with People Matter survey scores - that is, those agencies rating themselves more strongly on change

management practices showed stronger scores across a broad range of People Matter survey questions including performing well against the core values, team cohesion, resourcing, learning, career development, performance management, and mobility.

Of all the change management practices assessed in the Agency survey, the single practice that stood out as being used less frequently was assessing managers on the success of change initiatives. Interestingly, when linking results across the Agency survey and the People Matter survey, it was this practice that showed the strongest relationship with employee satisfaction with change. That is, those agencies that assessed managers on the success of change were more likely to have employees rate change as being more successful. These results highlight a potentially important and underused change management practice.

Agency comments indicated that change has been successfully managed through the use of various strategies such as appointing committees, training and coaching, and running employee surveys to identify areas for development.

4.3 Communication

Figure 18. Implementation of internal communication practices

Practice	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
An internal communications plan identifying different stakeholder groups and a range of communication methods	15	40	24	17	4	80	107
An employee or team responsible for internal communications	38	34	21	5		94	103
A process for reviewing and improving internal communications	17	43	24	11	6	84	108
Development programs to improve senior managers' communication skills	10	23	38	23	7	71	106
Face-to-face communication between the head of agency and employees	40	47	13			99	109
Face-to-face communication between other senior managers and employees	35	53	12			100	109
Communication by senior managers to employees providing a clear direction for the future of the organisation	32	42	22	3		97	109
Staff newsletters (print or electronic)	44	25	19	8	4	88	99
Communication of news to employees using an intranet	43	34	17	6		93	101

Of all the practices rated in the survey, some of the top-down communication practices had the highest reported levels of implementation, with many practices at or near 100% implementation. Almost all agencies reported having face-to-face communications and meetings between senior managers and staff, with senior manager communications providing a clear direction for the future of the agency, and the ability for lower-level employees to directly email or meet with senior managers.

4.3.1 Communication and employee perceptions

Such results appear to contradict findings from the People Matter survey in which only 54% of staff said senior managers keep them informed. Again, perhaps the explanation exists in the level of maturity of communication practices, with only one third of agencies reporting being highly developed in regards to their communication practices. These results suggest that communication practices and channels need to be carefully implemented in order to be well received by employees.

The slightly less frequently used practices included developing communication plans, and reviewing the effectiveness of communications (both around 80% implementation), and the least frequent practice was developing senior manager skills in communications (71% implemented). Interestingly, this lowest rated practice appears to have positive consequences. Agencies that rated themselves as

more mature on this practice tended to show stronger scores in the People Matter survey for customer service, employee engagement, learning, career development and performance management. As such, developing senior managers' communication skills should be considered as a potential priority for those agencies rating themselves low on this practice.

Figure 19. Implementation of mechanisms to enable employees to voice their opinions

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Union delegate council	37	34	19		9	90	89
Employee council	10	20	13	10	46	44	69
Suggestion programs	16		51	16	16	68	99
Employee committees tasked with recommending improvements	9	26	39	13	13	74	100
Online discussion forums	6	11	31	28	25	48	90
Conducting and acting upon employee surveys	19	36	29	10	7	84	104
Face-to-face meetings between senior managers and employees that enable employees to ask questions and raise concerns	32	51	16			98	109
Ability for lower level employees to arrange meetings with senior managers	28	53	18			98	109
Ability for lower level employees to directly email senior managers (or their assistants)	38	51	9			98	108

Eighty four per cent of agencies reported "conducting and acting upon employee surveys", which is somewhat surprising given the implementation of the People Matter survey in 2012 and 2014. Perhaps the explanation is that while agencies are required to take part in the People Matter survey, some have not acted upon employee survey results. This conclusion is supported by the result that only one fifth of agencies rate themselves as highly developed in the use of employee surveys. This figure provides a good benchmark to evaluate the effectiveness of the People Matter survey in future years.

5 Enabling

5.1 Supporting Diversity

Figure 20. Implementation of workforce diversity practices

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
An approach to diversity that expands beyond the traditional Equal Employment Opportunity dimensions and also includes reference to other dimensions of diversity such as talent, beliefs, education, life experiences and value systems	8	17	38	24	13	63	100
Diversity is incorporated into your agency's workforce plan	7	18	34	38	3	59	98
Regular reporting of diversity related performance indicators	8	28	36	22	7	72	101
Explicit targets for desired levels of diversity	6	23	32	23	16	61	95
Diversity training	4	24	39	25	8	67	100
Mentoring and coaching for minority or disadvantaged groups	3	15	30	37	15	48	98
Employee programs for promoting diversity (e.g. diversity councils, diversity champions, hotlines)	6	14	20	35	25	40	91
Explicit promotion of diversity as one way of achieving greater innovation and improving service quality	4	12	33	40	12	49	101

There is mixed support for the implementation of diversity-related workforce practices, with disability practices being more widely implemented than gender related ones. Roughly two thirds of agencies incorporate diversity in a workforce plan, report diversity-related performance indicators, have explicit targets for diversity, and conduct diversity training. Less than half have specific mentoring or coaching for minority or disadvantaged groups, or have specific initiatives promoting diversity, and only a handful of agencies described their diversity-related practices as highly developed. There is, however, clearly an openness among agencies to becoming more diversity-friendly, with up to a third of all agencies stating that even though they don't yet have practices in place they recognise the need for such practices.

The GSE Act preserves the focus on existing diversity groups (Aboriginal people, women, people from culturally and linguistically diverse backgrounds, and people with disability), but also provides flexibility to encompass a broader spectrum of diversity, and requires diversity to be integrated with

mainstream workforce planning across all government sector agencies. Survey results indicate a small number agencies have implemented such approaches to diversity in a highly developed manner.

5.1.1 Diversity and employee perceptions

Somewhat counter-intuitively, ratings of maturity levels for diversity practices by agencies generally showed no relationship, and sometimes a negative relationship, with related People Matter survey scores. For example, setting gender targets and having a policy to address specific gender imbalances were associated with a worse perception of gender equality in the People Matter survey. Having explicit targets for desired levels of diversity was associated with higher levels of bullying. And, curiously, those agencies that have established clear priorities to address gender equality or age imbalances, showed slightly lower satisfaction with equity for staff with disabilities.

As discussed in Section 3.1.1, one explanation of these findings is the impact of organisation size – diversity related practices were more common in larger agencies, but ratings of equity and bullying were also worse in larger agencies. A related interpretation of such findings is that the introduction of these practices may be a consequence of striving to address dissatisfaction with inequities, hence those agencies with known dissatisfaction are more likely to introduce specific diversity related practices. Finally, the explicit focus upon attempting to address inequity for one group (such as women or older staff) may lead other staff (such as those with disabilities) to feel they are not being given equal or sufficient attention.

It would be unwise to use these neutral or negative relationships between practices and satisfaction to conclude the practices are ineffective. Nevertheless, the results highlight the need for closer evaluation of the success of such practices (such as tracking changes in satisfaction levels over time after implementing such practices). Importantly, these results caution against mandating the implementation of such practices in agencies where substantial dissatisfaction does not exist.

5.1.2 Gender

Agencies were asked to indicate the number of men and women at the top three levels of their executive structure. This is a different method of reporting to that used for the Workforce Profile resulting in two distinct views of gender within the executive cohort that are not comparable. The newness of this approach may also have affected the reliability of agency reporting on this question with some results being excluded where an invalid response was identified.

The disparity between the proportions of men and women is greatest for agency heads, which are 72% male and 28% female. The balance is almost equal for direct reports to the agency head, and reaches equality for direct reports to the level below the agency head.

Positively, the sector's overall proportion of women in higher positions (49% female) is greater than those reported in the Australian Public Service in 2014 (43% female).

Enabling

Table 3. The percentage of men and women at the top three levels of respondents' executive structures where the agency head is at the top level

	Agency head		Direct report to agency head		Direct reports to those who directly report to the agency head	
	Males	Females	Males	Females	Males	Females
NSW Public Sector Total	72.2%	27.8%	54.6%	45.4%	49.7%	50.3%
Group Totals						
Education and Communities	50.0%	50.0%	36.2%	63.8%	47.1%	52.9%
Family and Community Services*	100.0%	0.0%	28.6%	71.4%	42.2%	57.8%
Health	54.2%	45.8%	46.3%	53.7%	39.1%	60.9%
Justice	77.8%	22.2%	54.0%	46.0%	50.0%	50.0%
Planning and Environment	63.6%	36.4%	61.5%	38.5%	53.0%	47.0%
Premier and Cabinet	100.0%	0.0%	65.5%	34.5%	54.8%	45.2%
Trade and Investment, Regional Infrastructure and Services	54.5%	45.5%	56.7%	43.3%	48.8%	51.2%
Transport	100.0%	0.0%	76.6%	23.4%	72.0%	28.0%
Treasury	100.0%	0.0%	65.2%	34.8%	67.0%	33.0%
Separate Agencies	84.6%	15.4%	51.5%	48.5%	38.5%	61.5%
State Owned Corporations	100.0%	0.0%	71.4%	28.6%	75.2%	24.8%
Other Entities	80.0%	20.0%	85.7%	14.3%	47.1%	52.9%

*Percentages are based on the response from the Department of Family and Community Services

The exceptions to the bias towards men at the two highest levels of management are Health and Education and Communities, which have essentially equal representation at the level of agency head, and more females than males at the next level of management.

Table 4. The percentage of men and women at the top three levels of respondents' executive structures, and how this differed by agency size

	Agency head		Direct report to agency head		Direct reports to those who directly report to the agency head	
	Males	Females	Males	Females	Males	Females
Very small agencies (less than 100 employees)	69.6%	30.4%	58.2%	41.8%	47.1%	52.9%
Small agencies (100-500 employees)	77.4%	22.6%	47.3%	52.7%	43.7%	56.3%
Medium agencies (500-5,000 employees)	69.6%	30.4%	60.6%	39.4%	55.2%	44.8%
Large agencies (5,000-10,000 employees)	83.3%	16.7%	60.0%	40.0%	55.9%	44.1%
Very large agencies (more than 10,000 employees)	50.0%	50.0%	46.6%	53.4%	43.5%	56.5%

Setting targets for improving gender equality clearly is not a priority throughout much of the sector. Roughly one in three agencies answered "Not Applicable", and of the remaining, more than half answered "Not Recognised". Roughly only one in six agencies had implemented gender targets at a basic or higher level, being only marginally more frequent for senior managers than for other staff groups.

Figure 21. Categories of employees for which gender targets are set

Enabling
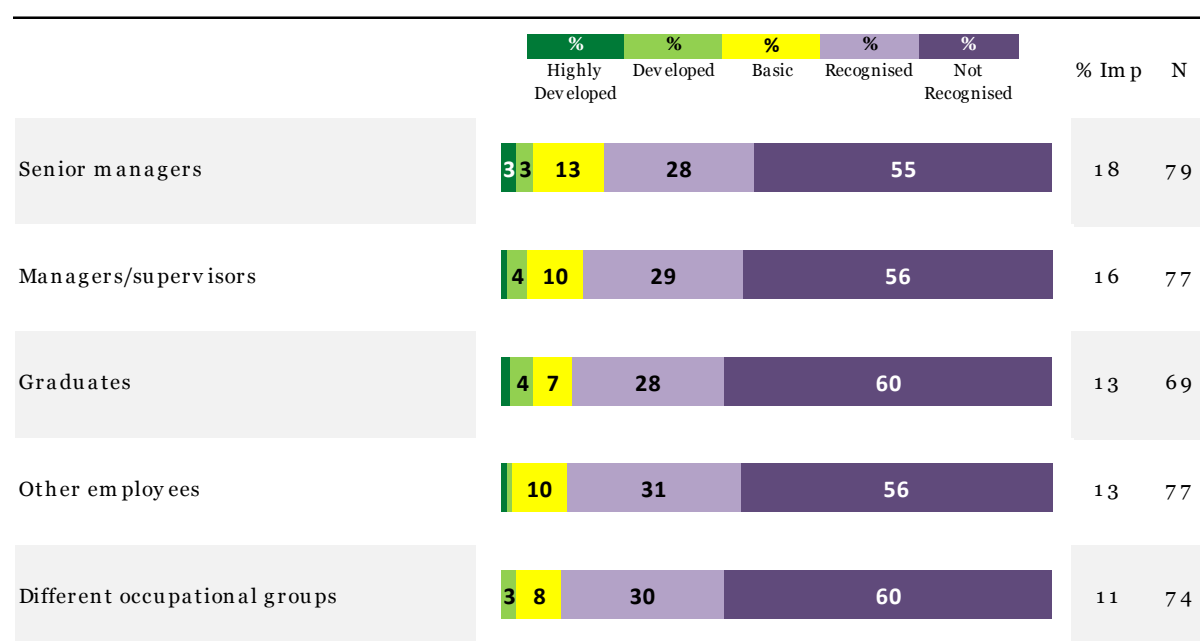
Figure 22. Implementation of approaches to promote gender equality

Approach	Highly Developed %	Developed %	Basic %	Recognised %	Not Recognised %	% Imp	N
Flexible work practices to help with caring responsibilities and return to work	30	46	24			99	105
Key performance indicators for managers relating to gender equality	4	4	11	39	43	18	84
Practices to promote return to work after parental leave	27	45	21	7		93	105
Explicit communication from senior managers supporting the career advancement of women	9	18	25	27	22	51	94
A policy to address specific gender imbalances	6		11	37	44	19	86
Succession planning	6		31	43	19	38	97
Opportunities to take the lead on important work in the agency	15	25	26	18	17	66	96

Only two practices were commonly implemented to support gender equality - almost all agencies reported having flexible work practices to support caring responsibilities, and practices to support return-to-work after parental leave. Two thirds said they offer opportunities to lead important projects, and half say their senior managers explicitly communicate support for career development of women. Few agencies have an explicit policy to address gender imbalance, set key performance indicators for gender equality, or consider gender in succession planning.

Despite this negative set of feedback, the People Matter survey found satisfaction scores relating to most gender questions were high for both men and women, apart from some differences at higher salary levels where more men than women reported satisfaction.

5.1.3 Disability

Figure 23. Implementation of approaches to attract and support employees with disability

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Recruitment and selection processes that have been designed to accommodate needs of employees with disability (e.g. advertisements and application processes in accessible formats, adjustments to interviews and assessments)	11	26	46	13	4	83	100
Adjustments to workplaces, processes and resources to accommodate needs of employees with disability	16	37	40	6		93	102
Processes for managing discrimination complaints that specifically relate to employees with disabilities	15	33	36	13	4	84	103
Accessible buildings and grounds	20	37	38		4	95	103

In comparison to the lack of gender-specific practices, almost all agencies have disability-related practices in place, perhaps driven by legislative requirements. Practices include disability-friendly recruitment and selection practices, adjustments to workplaces and processes, disability-specific complaint handling processes, and accessible buildings and grounds.

Also in contrast to gender, where practices were lacking but little difference was found in People Matter survey scores between men and women, the opposite is found for disability. In this case practices are widely implemented but employees with disability report lower satisfaction across most practices in the People Matter survey with only 70% of employees with disability agreeing "Disability is not a barrier to success in my organisation".

When asked to rate challenges associated with employing staff with disabilities, roughly one in four agencies mentioned ensuring accessibility of buildings and grounds, and one in five mentioned ensuring equipment, processes and resources are accessible and fair.

Figure 24. Workforce practices reported as challenging when supporting employees with disabilities (% of responses)
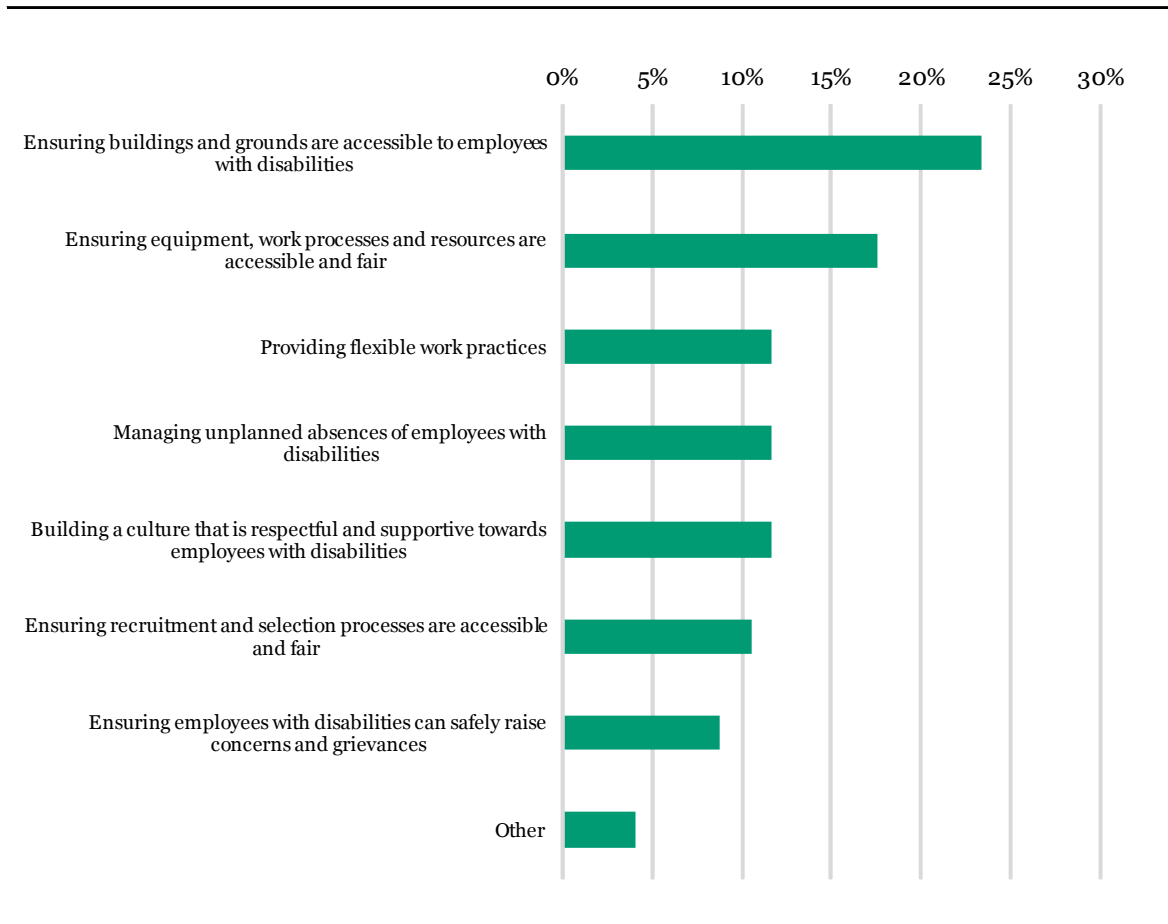
6 Delivering

6.1 Customer Service

Figure 25. Implementation of strategies to improve customer service

	% Highly Developed	% Developed	% Basic	% Recognised	% Not Recognised	% Imp	N
Reference to delivering high levels of customer service is included in documented organisational objectives and management policies	37	49	14			100	100
Ability to achieve a high level of customer service is a assessed when selecting employees for jobs in your agency	24	41	28	5	3	92	102
Recognition programs exist for employees achieving high levels of customer service	18	17	33	23	9	68	100
Customer service is a key performance indicator for frontline employees	24	36	23	13	4	83	100
Customer service is a key performance indicator for senior managers	24	37	24	13	3	85	102
Employees are trained on delivering a high level of customer service	13	30	44	10	4	86	101
A process exists for regularly (e.g. at least once a year) collecting customer feedback	28	37	22	7	6	87	100
A process exists for obtaining employees' ideas for ways to improve customer service	9	33	36	17	6	78	101
Your agency benchmarks its customer service against other organisations	10	25	23	34	8	58	88

Customer service is clearly a strategic and operational priority for agencies, with all but a handful of agencies referencing customer service in their documented objectives, using customer service as a criteria for selecting staff, including customer service in key performance indicators for staff and managers, training staff in customer service, and collecting customer feedback. Still common, but slightly less frequently implemented, are practices to collect employees' ideas for improving customer service, and recognition programs for employees demonstrating strong customer service.

The least frequently used practice is benchmarking customer service, reflecting previously discussed results for workforce planning where benchmarking was not as widely used as it could be. However, of those agencies not engaged in benchmarking, most recognised the need to do so. Given the insight and

motivation that benchmarks can drive, an area for improvement is for agencies to consider opportunities for benchmarking against other agencies or against similar organisations outside of the public sector.

6.1.1 Customer service and employee and customer perceptions

Overall, the results from the Agency survey align with those from the recent People Matter survey and Customer Satisfaction Survey. Results from all three surveys paint a picture of knowledgeable, respectful and helpful staff providing a service without bias. Perhaps the greatest area of mismatch came from the perception of prioritising customer service. An adjective infrequently selected by customers to describe staff was "motivated", and both consumers and business customers gave lower scores for staff being proactive, focusing on customer needs, and seeing things from a customer's perspective. Perhaps the level of maturity reported in the Agency survey reflects these results from the Customer Satisfaction Survey, because few agencies rated themselves as highly developed in their customer service practices – for example, although a large majority of agencies report having implemented customer service training, roughly only one in ten believe such practices are highly developed; similarly, although most agencies collect customer feedback, only one in five describe their practices as highly developed.

7 Workplace effectiveness and innovation

7.1 Overview of suggestions to improve workplace effectiveness

Agencies were asked the question:

If you could change one thing to improve the effectiveness of your workplace, what would it be?

A total of 99 out of 109 agencies responded to the open-ended text question and their responses were summarised into themes. The top 10 most common themes identified are presented in Table 5. The data indicates the estimated percentage of agencies whose text responses relate to the common themes listed.

There was no single theme that was mentioned by a large number of agencies. By far the most commonly mentioned theme (but only mentioned by a small number of agencies) was the need to improve technology that facilitated the capture, reporting and analysis of workforce data. This finding corresponds to the previously discussed challenges, in which the top two ranked challenges were the resourcing and cost of undertaking workforce planning, and limitations of existing human resource information systems. Nevertheless, this emphasis on a technology solution does not align with the previously discussed risks that were rated as most significant (which highlighted organisational change and capability gaps, and in particular leadership capability) - technology is unlikely to be the primary solution to these risks. As such, improved technology may be part of the way forward for some agencies, but a carefully considered approach is needed to manage expectations about the realistic benefits from technology, the balance between centralised or localised technology solutions, and how technology will work alongside a range of other improvements to processes, behaviour and culture that should be prioritised.

Although only mentioned by a handful of agencies, the need to improve processes was the second most common theme, and corresponds closely with feedback from the recent People Matter survey and Service NSW's Customer Satisfaction Survey, highlighting a potential priority for improvement. Both customers and employees reported that processes often slow responsiveness and flexibility, and compromised customer service.

Workplace Effectiveness and Innovation

Table 5. Top 10 themes from suggestions to improve workplace effectiveness (% agencies commenting)

Area of improvement	% of agency responses
Technology	14%
Processes	7%
Workforce planning	6%
Communication	6%
Values based culture	5%
Resources	5%
Rewards & recognition	5%
Recruitment	5%
Leadership	5%
Strategic alignment	4%

7.2 Examples of suggestions to improve workplace effectiveness

Respondents provided a range of ideas on what could be changed to improve the effectiveness of their workplace.

Below is a description of the ideas raised that sit under the five most common themes reported in Table 5.

Technology

The most frequently raised issue referred to the role of technology in improving the effectiveness of the workplace. Respondents commonly referred to technological advancements such as introducing an integrated workforce information system and human resource management system, and enhancing IT capability within agencies in general. Some respondents suggested improving remote access and systems for document management and customer service analytics.

Example quotes:
- "More sophisticated tools to access and present business data to better inform decision-making".
- "Implement a human capital management system to ensure integrity of the data and ease of reporting".
- "The implementation of a human resource management system (HRMS) would significantly improve our ability to optimise our workforce capability. It would provide the ability to gather and interrogate quantitative and qualitative employee information across the business. This would be used to determine the merit of proposed staff initiatives including, but not limited to, talent management, succession and workforce planning; and leadership capability and development".

Processes

A relatively large proportion of the responses mentioned improvements in work processes that would improve the effectiveness of the workplace. These comments included suggestions to increase flexibility in the implementation of policies and practices, to review reporting requirements for agencies, and to continue to improve existing policies, procedures and practices.

Example quotes:
- "Greater flexibility to implement policies/practices and electronic systems which support local needs e.g. recruitment and employment practices that meet the needs of the agency, and workforce information systems that allow greater analysis and reporting of workforce measures".
- "Greater flexibility rather than being tied down to government process"
- "Reducing the paperwork and double reporting that is required and layer of bureaucracy for approvals – e.g. advertising government regulations, award wage increases that are directly in line with wages policy".

Workforce planning

Some respondents expressed that increased workforce planning capability would have positive effects on the effectiveness of their workplace. Challenges raised included inadequate resources (funding and human resources), lack of workforce planning skill, and unexpected change in workload.

Example quotes:
- "We have commenced an increase in capability in our Corporate and HR teams. This is the one thing that will give rise to the development of tools, policies, strategies and practices necessary to contribute to workforce management".
- "A better projection of future workforce needs given various scenarios of development of the organisation".
- "Provide the resources required to focus on strategic HR matters and workforce planning".

Workplace Effectiveness and Innovation

Communication

Some respondents recommended improvements in communication, including better communication across levels and work areas, using specific communication strategies to engage their staff (e.g. intranet, social media, newsletters), and increasing the availability and sharing of information resources.

Example quotes:
- "Implementation of an integrated district wide communication strategy including more effective social media strategies to engage and work with staff and facilitate the development of innovative strategies".
- "Improved information sharing is our current priority area for improving workplace effectiveness. This need has been identified by staff and by the business managers".
- "We have plans to install a new staff intranet system to be the central daily communications channel for staff. This will feature daily stories and provide feedback mechanisms. A digital newsletter is due by October 2014".

Values based culture

A few respondents also recognised the need for further cultural enhancement strategies focused on increasing employee identification with values, building positivity and ensuring a focus on people (i.e., both employees and customers).

Example quotes:
- "A cultural enhancement strategy that improves employee engagement, identification with organisational values and objectives with a promotion of a customer centric mindset".
- "Enhance our workplace culture so it becomes exceptionally focussed on people (in the context of people as team mates and as customers)".
- "Positivity of culture of the workforce".

7.3 Overview of excellent or innovative initiatives reported

Agencies were asked the question:

Please briefly describe an example of an excellent or innovative workforce management initiative that has been successfully implemented by your agency.

A total of 53 out of 109 agencies responded to the open-ended text question and their responses were summarised into themes. The top 10 most common themes identified are presented in Table 6. The data indicates the estimated percentage of agencies whose text responses relate to the common themes listed.

Table 6. Top 10 themes reported for excellent or innovative workforce management initiatives (% agencies commenting)

Initiative	% of agency responses
Learning & development	7%
Workforce planning	4%
Change management	3%
Communication	3%
Supporting diversity	3%
Capability	2%
Values based culture	2%
Talent management	2%
Customer service	2%
Health & wellness	2%
Rewards & recognition	2%
Technology	2%
Performance management	2%

7.4 Examples of excellent or innovative initiatives reported

Respondents described examples of excellent or innovative workforce management initiatives implemented within their agency.

Below is a description of the initiatives that sit under the five most common themes reported in Table 6.

Learning & development

Respondents reported that learning and development initiatives had been effectively executed within their agency. These initiatives ranged from structured training courses, to rotation policies, and broader performance development processes (e.g. performance review, individual development plan).

For example, the Internal Audit Bureau ran "a 2-day behavioural types and communications workshop" to assist all staff including executives to enhance their teamwork skills. Hunter Water Corporation has begun to provide supervisors and team leaders with frontline management training.

Below is an example of the implementation of a rotation policy within the Legislative Assembly:

- "The Legislative Assembly has introduced a formalised staff rotation policy for the majority of positions in the Department. This policy is fully implemented and has proven to be effective in skilling staff across a range of specialised areas of procedure, administration and research. Staff rotate on a regular basis, and are thereby provided with new yet transferable skills, of value to both the organisation and to the individuals. The initiative is important from the perspective of workforce management and succession planning".

Workforce planning

Comments in this category referred to the implementation of innovative workforce planning initiatives. Most of the initiatives mentioned by agencies were designed to address staff shortage or specific capability gaps.

For example, Corrective Services NSW hired and trained casual correctional officers in the face of a staff shortage.

- "In 2009, Corrective Services NSW (CSNSW) complemented its full time correctional officer workforce with a pool of casual correctional officers. This initiative was in response to increasing salary costs (mostly due to overtime), restrictive redeployment practices and high levels of unplanned absenteeism. Casual correctional officers are engaged to carry out work that is irregular and intermittent, in short term vacancies or in areas with a flexible workload, including for short periods pending completion of the selection process for that position. Casual correctional officers complete an 11 week training program to equip them with the skills of probationary correctional officers and a work location orientation. They may also undertake competency assessments toward a certificate III in Correctional Practice. The scheme provides CSNSW with opportunity to monitor an individual's work in casual employment prior to them being considered for ongoing employment. The initiative has enabled CSNSW to meet varying work demands and requirements with a more flexible workforce. It has reduced overall salary costs and addressed the nexus between unplanned absence and utilisation of overtime to backfill that absence. The use of casual custodial staff continues to be an integral component of the CSNSW frontline workforce".

Taronga Conversation Society Australia described how they have successfully dealt with a capability gap within their organisation.

- "We became an RTO for captive animals (zoo keeping) which has provided a feeder group for all zoo keeping professions. Prior to this we had difficulty getting suitably skilled keepers".

Workplace Effectiveness and Innovation

On a broader scale, the Department of Education and Communities introduced a comprehensive workforce planning strategy that is supported by People and Services and multiple resources.

- "DEC has implemented a corporate workforce planning strategy aligned to the NSW Public Sector Capability Framework, facilitated by a range of resources including a workforce planning toolkit, career planning and succession management tools, capability development opportunities and performance and development tools. To support initial implementation, each portfolio was required to submit quarterly progress reports to the DEC executive. This locked in the early impetus. As the implementation matured and its benefits were realised within portfolios, the need for executive oversight eased. People and Services now works with each portfolio each year to support, refine and tailor their planning process".

Change management

A number of respondents provided details of an example of effective change management within their agencies. These respondents employed a range of strategies such as committees, surveys and internal coaching to achieve cultural transformation and structural reform.

For example, the Ministry of Health implemented organisation-wide surveys to diagnose issues and guide action planning, which was expected to bring positive cultural change.

- "Implementation of the YourSay survey and culture change initiative. In response to a need to identify issues and improve workplace culture, the Ministry implemented the YourSay survey which was conducted in all health agencies in 2011, 2013 and is planned again for 2015. The survey not only identified issues for NSW Health overall, but for each agency specifically, down to facility level in many instances. This allowed for targeted local workplace action plans to address identified local issues, and also state wide initiatives, including the development of a workplace culture 'community of practice'. The community of practice allows culture change executives from all NSW Health agencies to share best practice, successful initiatives, and have input into future survey planning. As a result, a number of agencies showed significant improvements between their 2011 and 2013 YourSay survey results".

Ausgrid formed a committee that consisted of employees from different levels to facilitate their structural reform process.

- "To ensure the success of its reform program, Ausgrid has formed a Peak Reform Committee, comprising senior management, employee representatives and union delegates. The Peak Reform Committee has met as a single entity on a fortnightly basis for the past year, to ensure fair outcomes for all parties during this period of extreme reform and resultant restructure. Where required, sub-committees were established to work through the details of new structures, agree role changes and develop appropriate position descriptions. This level of unity, communication and dedication to delivering the reform program is unprecedented and will ensure an outcome appropriate across all parties".

Workplace Effectiveness and Innovation

Communication

Several respondents reported to have successfully implemented initiatives related to communication. Examples of initiatives include meetings, intranet, newsletters, and having senior management members to meet and interact with employees.

Below is an example of how the Australian Museum's CEO facilitated face-to-face communication with employees:

- "On commencement of her employment the CEO of the Agency gave an undertaking to meet and talk with every member of staff in the Agency. She then initiated roundtable meetings of staff in small cross divisional groups of twelve to discuss the future of the Agency and solicit new ideas for improvements across the business. The most innovative ideas are to be recognised through a formal rewards system".

To encourage employee feedback and two way communication between management and employees, Land & Housing Corporation developed a multi-faceted internal communication framework. This framework comprises of mechanisms such as executive workshops, intranet, roadshows, and employee surveys.

Supporting diversity

The implementation of initiatives aiming to promote workplace diversity was mentioned by a number of agencies. These agencies tended to have a strong focus on engaging and supporting the employment of Aboriginal or Torres Strait Islanders.

Agencies including South Western Sydney Local Health District, Crown Solicitors' Office and BusinessLink have provided cadetships to individuals from an Aboriginal or Torres Strait Islander origin. Below is an example provided by the Crown Solicitors' Office.

- "Indigenous Cadetship Program: provides paid work placements of 12 weeks for each year of the cadetship. Support the cadet through their study and work placements, giving professional guidance and mentorship. Opportunity for ongoing employment to the cadet once they successfully complete their cadetship".

Beyond cadetships, the South Western Sydney Local Health District mentioned that they had implemented several "Close the Gap" measures including cultural design, providing employment to Aboriginal and Torres Strait Islanders, and running Aboriginal Cultural Respect education programmes.

Appendix 1: Survey methodology

8.1 Survey development

As part of the development of the survey, a contextual review of best workforce management practices was undertaken by Voice Project to inform the survey model and content. The PSC also reviewed survey instruments used by other jurisdictions (see section 8.6) and consulted representatives from various departments. A full copy of the survey is included in Appendix 6 at the end of this document.

8.2 Respondent profile

Table 7 profiles the survey respondent organisations across three variables, namely classification, group, and size category. A significant proportion of responses were from the Health cluster. The most common agency size range was 100-499 employees (31%). Despite the range of agency sizes, it is important to note that when generating sector and group averages agency responses have been equally weighted, irrespective of their size. Please refer to Appendix 3 for a full list of agencies who participated in the survey.

Table 7: Profile of participating agencies

Classification	Number of Responses	%
Department	9	8%
Agency	100	92%
Total	109	100%
Group	Number of Responses	%
Education and Communities	4	4%
Family and Community Services	7	6%
Health	29	27%
Justice	9	8%
Planning and Environment	12	11%
Premier and Cabinet	6	6%
Trade and Investment, Regional Infrastructure and Services	11	10%
Transport	6	6%
Treasury	3	3%
Separate agencies	14	13%
State owned corporations	4	4%
Other entities	4	4%
Total	109	100%
Size Category (no. of employees)	Number of Responses	%
Very Small (<100)	26	24%
Small (100-499)	34	31%
Medium (500-4,999)	27	25%
Large (5,000 -10,000)	12	11%
Very Large (>10,000)	10	9%
Total	109	100%

Appendix 1: Survey Methodology

8.3 Survey delivery

The survey was available to all NSW Public Sector agencies via an online survey instrument. Participation was mandatory for all agencies except state-owned corporations and independent bodies who were invited to complete the survey.

Survey completion
A single response was required from each agency. Agencies were recommended to appoint one person for coordinating input into the survey and the internal endorsement process. Upon completion of the survey, agencies were required to seek endorsement from the Agency Head prior to submitting the survey.

Live survey period
The online survey was officially open from Wednesday 9 July 2014 to Tuesday 29 July 2014. The survey was extended until Monday 4 August 2014 to enable a small number of agencies to finalise their submission and/or obtain endorsement.

8.4 Survey response collection

Almost all questions in the survey were compulsory, the exception being the last open-ended question where respondents were asked to provide an example of a successful workforce management initiative implemented by their agency. Respondents were advised to use the 'Not Applicable' option in the rating scale when the question was about work functions that are being centrally managed by the Department, not the agency. Further, respondents were informed that responses would only be included in the final dataset if they had sought endorsement from the Agency Head.

8.5 Statistical confidence

Attitudinal research is normally conducted at a 95% confidence level ($p≤0.05$) and aims for a ±5% margin of error.

The margin of error across the survey was 2.6% at a confidence level of 95%. This means that, had we achieved a response rate of 100%, then 95 times out of 100 the various % figures used in this report would be unlikely to change by more than 2.6 percentage points.

8.6 Comparison with other data sources

Australian Public Service Commission*
2014 State of the Service Agency Survey (for Questions 11, 12, 23)

Western Australia
2013 Public Sector Commission Annual Agency Survey (for Question 11)

*Acknowledgement: We would like to thank Australian Public Service Commission for providing us with the permission to incorporate their survey questions into this survey and using relevant data for benchmarking.

8.7 Centralised practices

Within the survey, agencies were asked to select "not applicable" when a practice was centrally managed by their Department or responsibility rested with another group. This was the primary method used for identifying centrally managed practices and not applicable responses were excluded from the calculation of average sector and cluster scores. An open-ended question was also included at the beginning of the survey enabling departments to list the practices which they managed centrally. The intention of this question was to enable cross-referencing between Department and agency responses. Four departments provided a response to this question, which was taken into account when preparing the narrative analysis within this report. However, the responses provided were too general to enable any cleaning of quantitative data.

8.8 Glossary of key terms

Table 8: Glossary of Key Terms

PSC	NSW Public Service Commission
Agency	For the purpose of this report 'agency' refers to all departments and agencies in the public sector.
Percent implemented % Imp	Percent implemented is the number of agencies who selected a rating point of *basic, developed or highly developed* divided by the total number of agencies who selected any rating point. This excludes those who selected *not applicable* or did not provide an answer.
Percent highly developed % HD	Percent highly developed is the number of agencies who selected a rating point of *highly developed* divided by the total number of agencies who selected any rating point. This excludes those who selected *not applicable* or did not provide an answer.

Appendix 2: Group differences

The following page contains an overview of differences for 12 groups in the public sector including nine clusters, separate agencies, state-owned corporations and other entities. Please review the following interpretation guidelines before reviewing.

- Figure 26 provides a breakdown of each question set, enabling differences in implementation across groups to be identified.

- Groups are listed across the top of the columns of data. Question sets are shown along the left-hand side.

- The percentages represent the percentage of agencies within a group who have implemented the practices, whether it be at a *basic, developed or highly developed* level. To assist with interpretation, results below 50% are coloured purple, results over 80% are green, and results in between are yellow.

- Vertical stripes of a given colour that are largely uninterrupted indicate consistently high or low implementation within a group.

- Horizontal stripes of a given colour that are largely uninterrupted indicate consistently high or low implementation across the sector.

- Caution needs to be taken as percentage calculations do not include agencies providing a *not applicable* response, and so may be based on a smaller number of agencies. Where all agencies within a group responded *not applicable* this will be displayed as "N/A" and coloured white.

- Caution also needs to be taken when interpreting group differences for workforce planning, talent management and mobility within Family and Community Services given aspects of these are centrally managed by the Department (see section 8.7 for further details about how centralised practices were addressed in analyses)

Figure 26. Group Differences for each question (average % implemented)

% Implementation
- High: >=80%
- Medium: 50<80%
- Low: <50%

Category	Question	Whole of Sector	Education and Communities	Family and Community Services	Health	Justice	Planning and Environment	Premier and Cabinet	Trade and Investment	Transport	Treasury	Separate Agencies	State Owned Corporations	Other Entitites
Responses:		109	4	7	29	9	12	6	11	6	3	14	4	4
WORKFORCE PLANNING	Workforce Plan	72%	100%	75%	73%	89%	50%	100%	55%	100%	67%	43%	100%	75%
	Characteristics of Workforce Planning	67%	83%	63%	74%	67%	69%	74%	49%	75%	60%	48%	80%	73%
	Workforce Data Used to Inform Other Workplace Practices	84%	88%	75%	80%	83%	87%	73%	84%	92%	58%	86%	94%	100%
	Levels of Analysis of Workforce Data	64%	50%	50%	76%	63%	66%	54%	50%	92%	56%	42%	83%	69%
TALENT MANAGEMENT	Talent Management Plan for Development and Retention	40%	67%	50%	37%	44%	36%	67%	27%	50%	67%	0%	75%	100%
	Practices Used to Identify High Performing or High Potential Employees	54%	63%	54%	56%	54%	41%	64%	60%	56%	50%	42%	63%	71%
	Practices Used to Develop and Retain High Performing or High Potential Employees	66%	81%	80%	65%	75%	60%	61%	63%	61%	67%	62%	53%	89%
AGEING WORKFORCE	Practices in Place to Manage the Age Profile of the Workforce	60%	67%	66%	61%	57%	57%	53%	61%	62%	56%	52%	86%	64%
MOBILITY	Documented Plan for Workforce Mobility	28%	0%	50%	58%	17%	0%	20%	33%	0%	0%	7%	50%	N/A
CAPABILITY	Use of Current NSW Public Sector Capability Framework (2013) to Inform Workforce Practices	63%	96%	92%	66%	65%	61%	47%	73%	61%	56%	45%	50%	32%
	Use of Formal Tailored Capability Framework to Inform Workforce Practices	51%	50%	0%	47%	21%	55%	71%	67%	36%	100%	26%	92%	57%
VALUES BASED CULTURE	Integration of Government Sector Core Values into Workforce Practices	74%	78%	75%	68%	70%	81%	67%	80%	83%	47%	70%	100%	93%
	Development and Integration of Agency's Own Set of Values into Workforce Practices	80%	100%	80%	90%	87%	89%	73%	58%	53%	93%	54%	95%	93%
	Approaches Used to Encourage Alignment with Government Sector Core Values	70%	63%	65%	83%	67%	63%	59%	63%	94%	60%	59%	100%	68%
CHANGE MANAGEMENT	Approaches Used to Manage and Achieve Major Workplace Change	90%	92%	94%	92%	85%	88%	88%	92%	89%	81%	89%	92%	92%
COMMUNICATION	Internal Communication Practices in Place	90%	89%	97%	91%	93%	87%	83%	86%	96%	78%	83%	97%	94%
	Mechanisms in Place to Enable Employees to Voice Their Opinions	78%	94%	91%	84%	80%	71%	54%	74%	82%	67%	66%	89%	81%
SUPPORTING DIVERSITY	Workforce Diversity Practices in Place	57%	91%	63%	72%	69%	35%	40%	53%	47%	42%	42%	59%	42%
	Gender Targets Set for Employees	14%	13%	0%	10%	36%	13%	0%	6%	52%	7%	9%	20%	17%
	Approaches Used to Promote Gender Equality	55%	58%	69%	51%	56%	56%	48%	50%	43%	48%	65%	63%	60%
	Approaches in Place to Attract and Support Employees with Disability	89%	100%	94%	89%	97%	86%	69%	91%	74%	83%	93%	100%	81%
CUSTOMER SERVICE	Strategies in Place to Improve Customer Service	82%	78%	81%	83%	84%	76%	69%	85%	93%	94%	76%	94%	83%

* Averages include both department and agencies' responses

Appendix 3: List of participating agencies

Education and Communities	Size Range
Department of Education and Communities	>10,000
Aboriginal Affairs	<100
Community Relations Commission	100-500
TAFE NSW	>10,000

Family and Community Services	Size Range
Department of Family and Community Services	>10,000
Aboriginal Housing Office#	<100
Ageing, Disability & Home Care#	500-5,000
BusinessLink#	500-5,000
Community Services#	500-5,000
Housing NSW#	100-500
Land & Housing Corporation#	500-5,000

Health	Size Range
Ministry of Health	500-5,000
Agency for Clinical Innovation#	100-500
Ambulance Service of NSW	500-5,000
Bureau of Health Information#	<100
Cancer Institute NSW	100-500
Central Coast Local Health District	5000-10,000
Clinical Excellence Commission	<100
Far West Local Health District	500-5,000
Health Education and Training Institute	100-500
Health Infrastructure NSW	<100
Health Pathology	500-5,000
Health Professional Councils Authority#	<100
HealthShare NSW	5000-10,000
Hunter New England Local Health District#	>10,000
Illawarra Shoalhaven Local Health District	5000-10,000
Justice Health and Forensic Mental Health Network	500-5,000
Mental Health Commission	<100
Mid North Coast Local Health District**	N/A
Murrumbidgee Local Health District**	N/A
Nepean Blue Mountains Local Health District	500-5,000
Northern NSW Local Health District	5000-10,000
Northern Sydney Local Health District#	>10,000
NSW Institute of Psychiatry	<100
NSW Kids and Families	<100
South Eastern Sydney Local Health District	>10,000
South Western Sydney Local Health District	>10,000
Southern NSW Local Health District	500-5,000
Sydney Children's Hospitals Network	5000-10,000
Sydney Local Health District	>10,000

Western NSW Local Health District	5000-10,000
Western Sydney Local Health District	>10,000

Justice	Size Range
Department of Justice	500-5,000
Corrective Services	5000-10,000
Crown Solicitors' Office	100-500
Fire and Rescue NSW	5000-10,000
Juvenile Justice	500-5,000
Ministry for Police and Emergency Services	<100
NSW Police Force	>10,000
NSW State Emergency Service	100-500
Office of the NSW Rural Fire Service	500-5,000

Planning and Environment	Size Range
Department of Planning and Environment	500-5,000
Central Coast Development Corporation or Hunter Development Corporation	<100
Jenolan Caves#	100-500
Lord Howe Island Board	<100
Office of Environment & Heritage	500-5,000
Office of Local Government	<100
Sydney Harbour Foreshore Authority	100-500
Sydney Living Museums	100-500
Sydney Parklands & Botanic Gardens	100-500
Taronga Conservation Society Australia	500-5,000
UrbanGrowth NSW	100-500
Western Sydney Parklands & Parramatta Park Trust	<100

Premier and Cabinet	Size Range
Department of Premier and Cabinet	100-500
Barangaroo Delivery Authority	<100
Infrastructure NSW**	N/A
Natural Resources Commission	<100
NSW Institute of Sport	<100
Parliamentary Counsel's Office	<100
Sydney Cricket and Sports Ground Trust	100-500

Trade and Investment, Regional Infrastructure and Services	Size Range
Department of Trade and Investment, Regional Infrastructure and Services	500-5,000
Art Gallery of New South Wales	100-500
Australian Museum	100-500
Destination NSW	100-500
Independent Liquor and Gaming Authority	<100
Local Land Services	500-5,000
Museum of Applied Arts and Sciences (Powerhouse Museum)	100-500
Office of Small Business Commissioner	<100
State Library of New South Wales (Library Council of NSW)	100-500
Sydney Catchment Authority	100-500
Sydney Opera House	500-5,000

Appendix 3: List of Participating Agencies

Transport	Size Range
Transport for NSW	500-5,000
NSW Trains	500-5,000
Office of Transport Safety Investigations	<100
Roads and Maritime Services	5000-10,000
State Transit Authority	500-5,000
Sydney Trains	5000-10,000

Treasury	Size Range
NSW Treasury	100-500
Office of Finance and Services	5000-10,000
Service NSW	100-500

Separate agencies	Size Range
Board of Studies, Teaching and Educational Standards	100-500
Environment Protection Authority	100-500
Health Care Complaints Commission	<100
Independent Pricing and Regulatory Tribunal	100-500
Independent Transport Safety Regulator	<100
Information and Privacy Commission	<100
Legal Aid Commission	500-5,000
New South Wales Crime Commission#	100-500
New South Wales Electoral Commission	<100
Office of the Children's Guardian	100-500
Office of the Director of Public Prosecutions	500-5,000
Ombudsman's Office	100-500
Police Integrity Commission	100-500
Public Service Commission	100-500

State owned corporations	Size Range
Ausgrid	5000-10,000
Endeavour Energy*	N/A
Essential Energy	500-5,000
Hunter Water Corporation	100-500
Macquarie Generation*	N/A
Newcastle Port Corporation*	N/A
State Water Corporation*	N/A
Sydney Ports Corporation*	N/A
Sydney Water Corporation	500-5,000
Transgrid*	N/A

Other entities	Size Range
Audit Office	100-500
Independent Commission Against Corruption*	N/A
Internal Audit Bureau	<100
Judicial Commission*	N/A
NSW Treasury Corporation (TCorp)#	100-500
Parliament	100-500

Notes: *Did not complete – voluntary; **Did not complete – required (see section 8.3 for details of participation requirement). #Responses to question 23 removed due to misinterpretation of question.

Appendix 4: List of figures

Appendix 5: List of tables

Appendix 6: Agency survey

State of the NSW Public Sector
Agency Survey 2014

1.   INTRODUCTION

About this information pack

This pack has been developed to assist you in completing the State of the NSW Public Sector Agency Survey. In it you will find background to the survey, detailed advice about completing the survey, and the full set of survey questions.

The NSW Public Service Commission has engaged Voice Project to conduct the survey on its behalf. Voice Project is a research organisation associated with Macquarie University and is also responsible for conducting the People Matter Employee Survey.

Background to the Survey

The Agency Survey is designed to strengthen the annual State of the Public Sector report by expanding the range of evidence used to assess sector performance. The Agency Survey is a companion to the People Matter Employee Survey and results will link employee perceptions with agency assessment of performance in areas including change management and communication, values, diversity and customer service. The Agency Survey also covers various aspects of workforce planning, talent management, the ageing workforce, mobility and capability.

The format of the survey is a self-assessment of agency maturity, using the rating scale provided. It is important that your agency applies the rating scale with as much accuracy as possible. You should therefore consider which officers are best placed to assist in the completion of the survey as they will need a strategic overview to assess the different aspects of workforce management across the entire agency. You should also consider whether your responses are supported by evidence. The final part of the survey provides you with an opportunity to describe an example of an excellent or innovative workforce management practice, strategy, policy or program. Some examples of leading practice will be used as case studies in State of the Public Sector reporting.

The Public Service Commissioner has written to all Department Secretaries and Agency Heads about the survey. He emphasised that it is not a compliance exercise. Rather the survey is designed to enhance understanding of conditions that do or do not exist in agencies that may contribute to employee perceptions and to establish how advanced agencies are in workforce planning. It is expect that there will be significant variations

between the maturity levels of different agencies in relation to different practices, particularly in areas where sector wide and/or agency reform is in early stages.

Key findings from the Agency Survey will be reported in the State of the NSW Public Sector report to be released in November 2014. A sector-wide report will also be published at this time providing a more detailed analysis of the findings and each participating agency will receive a customised snapshot report with high level findings and relevant comparisons.

Organisations covered by the survey

All NSW public service agencies are required to complete the Agency Survey including:

- Departments
- Executive agencies related to Departments
- Separate agencies.

Other organisations related to Departments are also required to complete the survey. This will allow for comparisons to be made with data from the People Matter Employee Survey.

State Owned Corporations and independent bodies are invited to complete the survey.

For the purposes of this survey, Departments and agencies are referred to as an 'agency'.

There are specific instructions in the following section for dealing with functions that are managed centrally by Departments for multiple agencies.

Endorsement of the survey response

Endorsement by the head of the organisation is required before the survey is submitted.

On completion of the survey, relevant agencies are asked to provide a printed copy of their response to the Department Secretary for noting.

2. HOW TO COMPLETE THE SURVEY

How to access the survey for the first time

To access the survey for the first time (and at any other time), use the online survey link that was emailed to you by the NSW Public Service Commission. The online survey link provided is unique to your organisation.

Who should complete the survey

Coordination of the survey
It is recommended that one person takes responsibility for coordinating input to the survey and the internal endorsement process.

Completion of the survey
One response is required from each agency.

The person or people who complete the survey will need a strategic overview of different aspects of workforce management or reform across the entire agency.

There is a 'return later' button at the bottom right corner of each page, which enables you to exit the survey and return at a later point in time. Your answers will be saved automatically. When you return, you will enter at the point at which you previously exited.

Please consider which people in the organisation are best placed to complete the survey by referring to the following range of topics included in the survey:

Planning	Engaging	Enabling	Delivering
• Workforce planning • Talent management • Ageing workforce • Workforce risks and challenges • Mobility • Capability	• Values based culture • Change management • Communication	• Supporting diversity	• Customer service • Excellence in workforce management

Answering the questions

All questions in the survey must be answered (except for question 30, which is optional).

At the end of the survey you will be asked to verify that all compulsory questions have been answered before submitting.

The majority of questions seek advice about the maturity of organisational policy or practice. These should be answered using the rating scale below. Any questions that use a different rating scale are marked with an asterisk (*) in this paper version of the survey.

Appendix 6: Agency Survey

It is recommended that you keep a copy of the rating scale beside you when responding to the questions online, so that the explanation of each rating is visible.

There are two open-ended questions at the end of the survey.

There is one question requiring **specific data to be gathered** in the Diversity section. The data required is the **gender distribution in the top three levels of your executive structure**.

There may be questions where the rating scale options do not provide a perfect description for your organisation. However, please CHOOSE THE OPTION THAT MOST CLOSELY APPLIES.

NOT IMPLEMENTED	**Not Applicable**	Not applicable to your agency, or responsibility rests with another group outside your agency
	Not Recognised	Not in place, the need is not recognised, no implementation has occurred
	Recognised	Not yet in place, although the need is recognised, with implementation either planned or commenced
IMPLEMENTED	**Basic**	Implemented to a basic extent, used irregularly or only in a few relevant parts of your agency, loosely integrated with other practices, infrequently monitored or reviewed, and/or the overall benefit is small
	Developed	Implemented well, used regularly or in most relevant parts of your agency, partially integrated with other workforce practices, regularly monitored or reviewed, and/or the overall benefit is moderate
	Highly Developed	Implemented to a high standard, used frequently or across all relevant parts of your agency, well integrated with other workforce practices, frequently monitored or reviewed, and/or the overall benefit is substantial

Departments that centrally manage functions

Departments that centrally manage work functions for multiple agencies should:
- respond to related survey questions from a 'cluster' perspective
- list the functions in the space provided at the beginning of the online survey. *To assist with this process it may be useful to review the questions in this paper survey and note down those that are centrally managed here:*

Appendix 6: Agency Survey

What if my agency is not responsible for a function in the survey?

Agencies should use the 'Not Applicable' option in the rating scale when the question is about work functions that are undertaken by the Department, not the agency.

Navigation

Click the 'Progress' bar on the left of each survey page to navigate between different sections. You can also use the 'Previous' and 'Next' buttons at the bottom of the screen to navigate forward and backward through the survey. **IMPORTANT - Do not use the 'Back' button on your browser**.

Printing the survey

Click the 'Print survey with answers' icon at the bottom of each survey page to print the survey. There is also a print option on the last page of the survey.

Agency head endorsement

Once complete, print a copy of the survey for the head of the organisation to verify the completeness and accuracy of the survey responses. Then complete the certification box at the end of the survey.

Submitting the survey

Select the 'Finalise' button at the end of the survey to submit your endorsed response.

Further information

Technical questions: please contact Frank Basile, Voice Project
Phone: 8875 2809 or frank.basile@voiceproject.com

Other enquiries: Michelle Grant, Public Service Commission
Phone: 9272 6136 or agency.survey@psc.nsw.gov.au

Appendix 6: Agency Survey

If you are a department that manages some functions centrally for multiple agencies, please list the functions here, as they relate to the survey questions. Write 'nil' if no functions are managed centrally or if you are an agency.

Planning *Analysing and developing individual and workforce talent*	
Topic	**Question**
Workforce planning	1. To what extent does your agency have a documented workforce plan that aligns the organisation's workforce requirements to its business objectives and identifies the future demand for, and supply of, workforce capabilities?
	2. Over what timeframe does your workforce plan estimate the demand for and supply of workforce capabilities? *Select all that apply** 2.1. Annually 2.2. 2 years 2.3. 3-5 years 2.4. 6-10 years 2.5. Other (please specify) _____

Appendix 6: Agency Survey

<table>
<tr><td colspan="2">Planning
Analysing and developing individual and workforce talent</td></tr>
<tr><td>Topic</td><td>Question</td></tr>
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3. To what extent does your workforce planning have the following characteristics?

3.1. Identifies the most critical roles for the sustainable delivery of your agency's objectives
3.2. Identifies the number and capability of employees you currently need
3.3. Identifies the number and capability of employees you will need 5+ years into the future
3.4. Identifies the likely supply of employees with required capabilities from within your agency
3.5. Identifies the likely supply of employees with required capabilities from outside your agency
3.6. Links capability needs with your agency's strategic goals
3.7. Identifies recognised skills gaps and deficiencies
3.8. Links with your agency's recruitment and selection practices
3.9. Links with your agency's learning and development initiatives
3.10. Links with your agency's performance management system
3.11. Identifies desired culture change, including desired values and behaviours
3.12. Addresses organisational design, including planning the composition of the workforce
3.13. Addresses the needs of an ageing workforce
3.14. Addresses talent management and succession planning for future leadership roles in your agency

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4. To what extent does your agency use the following workforce data to inform other workforce practices?

4.1. Workforce availability – e.g. headcount, employment type or status, absenteeism
4.2. Workforce profile – e.g. location, occupational grouping/job family, classification level, age, gender, diversity
4.3. Workforce mobility – e.g. secondments, transfers, resignations, retirements, redundancies, tenure, employee engagement
4.4. Workforce capability – e.g. performance management, qualifications, skills and capabilities

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Appendix 6: Agency Survey

Planning *Analysing and developing individual and workforce talent*	
Topic	**Question**
	5. To what extent does your agency engage in the following levels of analysis of workforce data? 5.1. Reporting - collecting and reporting raw data 5.2. Integration - combining and integrating raw data into higher level indicators 5.3. Testing - developing and testing hypotheses or using data in an effort to identify root causes of outcomes 5.4. Forecasting - using modelling, trends and relationships between different pieces of data to predict future outcomes 5.5. Benchmarking - comparing your agency's data with other organisations 5.6. Linking –using a full range of available data (beyond HR data) and linking to organisational outcomes
Talent Management	6. To what extent does your agency have a documented talent management plan for identifying, developing and retaining high performing or high potential employees?
	7. For which of the following categories of employees do you actively identify high performing or high potential employees? *Select all that apply** 7.1. Senior managers 7.2. Managers/supervisors 7.3. Graduates 7.4. Other employees
	8. To what extent are the following practices used in your agency to <u>identify</u> high performing or high potential employees? 8.1. Clearly defined high-potential criteria 8.2. Outcomes of recruitment and selection 8.3. Nomination by managers of high potential employees 8.4. Formal assessment of potential of existing employees (e.g. using behavioural or other assessments, 360 degree feedback) 8.5. Formal assessment of potential of existing employees derived from job outcomes and regular performance assessments 8.6. Creating indicators or scores on the likely level of potential of employees

Appendix 6: Agency Survey

<table>
<tr><td colspan="2" align="center">**Planning**
Analysing and developing individual and workforce talent</td></tr>
<tr><td>**Topic**</td><td>**Question**</td></tr>
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<td></td>
<td>9. To what extent are the following practices used in your agency to <u>develop and retain</u> high performing or high potential employees?

9.1.   Systematic talent development program
9.2.   Developmental opportunities (e.g. job rotations or stretch assignments)
9.3.   Placement in other agencies
9.4.   Placement in jobs outside the public sector
9.5.   Assigning above level assignments
9.6.   Specialised training and education opportunities
9.7.   Coaching or mentoring
9.8.   Recognition programs
9.9.   Fostering good relationships between high performing or high potential employees and managers</td>
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<tr>
<td>**Ageing Workforce**</td>
<td>10. To what extent does your agency have the following practices in place to manage the age profile of your workforce?

10.1.   An up-to-date report showing the distribution of your employees across the full range of ages
10.2.   Knowledge of the percentage of employees likely to retire within the next 5 to 10 years
10.3.   A plan for attracting and retaining younger workers (e.g. graduate recruitment, career paths)
10.4.   A plan for attracting and retaining older workers (e.g. flexible work options, reducing physical demands, access to career development)
10.5.   A plan for drawing upon the experience and knowledge of older workers to assist productivity of other employees
10.6.   Coaching or mentoring to encourage transfer of knowledge from older to younger employees
10.7.   Learning and development opportunities specifically targeting the needs of older workers
10.8.   A plan for reducing age discrimination and stereotyping
10.9.   Inclusive health and wellbeing programs
10.10. Life transition management programs (e.g. phased retirement, return-to-work programs)
10.11. Succession planning
10.12. Other (please specify)</td>
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Appendix 6: Agency Survey

	Planning
	Analysing and developing individual and workforce talent

Topic	Question
Workforce Risks and Challenges	11. Please rank the <u>top three</u> greatest workforce risks facing your agency in the next five years.* □ Addressing capability gaps due to a reduction in agency size □ Addressing capability gaps due to a changing operating environment □ Inadequate resources for changing business needs □ Dealing with changing business needs due to varying needs of clients □ Skill shortages which impact on agency capability □ Recruiting appropriately skilled people □ Loss of corporate knowledge or talent due to retirement □ Retaining appropriately skilled employees □ Underdeveloped management or leadership capability among middle managers □ Retaining employees with a high potential for succession □ Limited career advancement or mobility opportunities for employees □ Inability to identify or manage talent □ Over-supply of capability sets not suited to future needs □ Other (please specify)
	12. Please rank the <u>top three</u> greatest workforce challenges experienced by your agency in implementing and/or progressing workforce planning.* □ Uncertainty about the future □ Difficulties mapping current capabilities in order to predict future capability requirements □ A lack of workforce planning experience □ Resources, time or cost involved in undertaking the task □ Limitations of the existing human resources management system □ Changes in funding or staffing □ Lack of awareness or belief of managers about the value of workforce planning in achieving organisational outcomes □ Impact of workforce capability on outcomes □ Other (please specify)
Mobility	13. To what extent does your agency have a documented plan for workforce mobility, informed by the Government Sector Employment Act 2013?

Appendix 6: Agency Survey

	Planning *Analysing and developing individual and workforce talent*
Topic	**Question**
Capability	14. To what extent does your agency use the current NSW Public Sector Capability Framework (2013) to inform the following workforce practices? 14.1. Culture change 14.2. Workforce planning 14.3. Role descriptions 14.4. Recruitment and selection 14.5. Learning and development 14.6. Performance management
	15. To what extent does your agency use a formal capability framework developed specifically for your agency (i.e. one that is different to the current NSW Public Sector Capability Framework) to inform the following workforce practices? 15.1. Culture change 15.2. Workforce planning 15.3. Role descriptions 15.4. Recruitment and selection 15.5. Learning and development 15.6. Performance management

Engaging *Motivating staff aligned with organisational priorities and goals*	
Topic	**Question**
Values Based Culture	16. To what extent has your agency integrated the government sector core values (integrity, trust, service & accountability) into the following workforce practices? 16.1. Culture change 16.2. Workforce planning 16.3. Recruitment and selection 16.4. Learning and development 16.5. Performance management
	17. To what extent has your agency developed and integrated its own set of values (different to the government sector core values) into the following workforce practices? 17.1. Culture change 17.2. Workforce planning 17.3. Recruitment and selection 17.4. Learning and development 17.5. Performance management
	18. To what extent has your agency used the following approaches to encourage alignment with the government sector core values? 18.1. Included in documented agency objectives and management policies 18.2. Regular communication of the values by senior managers 18.3. Regular communication of the values by supervisors and managers 18.4. Delivered specific training or information sessions on the values 18.5. Incorporated the values and their application in orientation/induction and training programs 18.6. Incorporated the values in your performance management systems/KPIs for supervisors and managers 18.7. Incorporated the values in your performance management systems/KPIs for executive employees 18.8. Implemented recognition programs that support behaviours in line with the values 18.9. Assessed employee perceptions of whether your practices are aligned with your values 18.10. Assessed customer perceptions of whether your practices are aligned with your values

Appendix 6: Agency Survey

<table>
<tr>
<td colspan="2" style="text-align:center">Engaging
Motivating staff aligned with organisational priorities and goals</td>
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<tr>
<td>Topic</td>
<td>Question</td>
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<tr>
<td>Change Management</td>
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19. Regarding the management of major workplace change initiatives in your agency, to what extent does your agency typically use the following approaches to manage and achieve change?

19.1. Project plans with goals, accountabilities, and timelines
19.2. Multidisciplinary committees with defined roles and responsibilities
19.3. Documentation of the link between the change management plans and agency objectives
19.4. Detailed communication plans for informing and consulting with all stakeholder groups
19.5. Monthly communication from senior managers of change objectives and progress
19.6. Face-to-face communication between senior managers and most employees
19.7. Project management software, processes and meetings to monitor progress and manage risks
19.8. Training programs for employees affected by the change to support change initiatives
19.9. Assessment of managers on the success of the implementation of the change

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<tr>
<td>Communication</td>
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20. To what extent does your agency have the following internal communications practices in place?

20.1. An internal communications plan identifying different stakeholder groups and a range of communication methods
20.2. An employee or team responsible for internal communications
20.3. A process for reviewing and improving internal communications
20.4. Development programs to improve senior managers' communication skills
20.5. Face-to-face communication between the head of agency and employees
20.6. Face-to-face communication between other senior managers and employees
20.7. Communication by senior managers to employees providing a clear direction for the future of the organisation
20.8. Staff newsletters (print or electronic)
20.9. Communication of news to employees using an intranet
20.10. Other (please specify)

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Engaging	
Motivating staff aligned with organisational priorities and goals	

Topic	Question
	21. To what extent does your agency have the following mechanisms in place to enable employees to voice their opinions? 21.1. Union delegate council 21.2. Employee council 21.3. Suggestion programs 21.4. Employee committees tasked with recommending improvements 21.5. Online discussion forums 21.6. Conducting and acting upon employee surveys 21.7. Face-to-face meetings between senior managers and employees that enable employees to ask questions and raise concerns 21.8. Ability for lower level employees to arrange meetings with senior managers 21.9. Ability for lower level employees to directly email senior managers (or their assistants) 21.10. Other (please specify)

Appendix 6: Agency Survey

Enabling *Equipping and enabling a capable and engaged workforce to achieve organisational outcomes*	
Topic	**Question**
Supporting Diversity	22. To what extent does your agency have the following workforce diversity practices in place? 22.1. An approach to diversity that expands beyond the traditional Equal Employment Opportunity dimensions and also includes reference to other dimensions of diversity such as talent, beliefs, education, life experiences and value systems 22.2. Diversity is incorporated into your agency's workforce plan 22.3. Regular reporting of diversity related performance indicators 22.4. Explicit targets for desired levels of diversity 22.5. Diversity training 22.6. Mentoring and coaching for minority or disadvantaged groups 22.7. Employee programs for promoting diversity (e.g. diversity councils, diversity champions, hotlines) 22.8. Explicit promotion of diversity as one way of achieving greater innovation and improving service quality
	23. Please indicate the number of men and women at the top three levels of your executive structure where the agency head is at the top level (please note, this question asks for reporting by hierarchical level, rather than by classification level): * | Level	Males	Females
---	---	---
Agency head		
Direct report to agency head (i.e. first level of management below agency head)		
Direct reports to those who report directly to the agency head (i.e. second level of management below agency head)			
	24. To what extent does your agency have gender targets for the following categories of employees? 24.1. Senior managers 24.2. Managers/supervisors 24.3. Graduates 24.4. Other employees 24.5. Different occupational groups

Appendix 6: Agency Survey

Enabling
Equipping and enabling a capable and engaged workforce to achieve organisational outcomes

Topic	Question
	25. To what extent does your agency promote gender equality through? 25.1. Flexible work practices to help with caring responsibilities and return to work 25.2. Key performance indicators for managers relating to gender equality 25.3. Practices to promote return to work after parental leave 25.4. Explicit communication from senior managers supporting the career advancement of women 25.5. A policy to address specific gender imbalances 25.6. Succession planning 25.7. Opportunities to take the lead on important work in the agency
	26. To what extent does your agency have the following in place to attract and support employees with disability? 26.1. Recruitment and selection processes that have been designed to accommodate needs of employees with disability (e.g. advertisements and application processes in accessible formats, adjustments to interviews and assessments) 26.2. Adjustments to workplaces, processes and resources to accommodate needs of employees with disability 26.3. Processes for managing discrimination complaints that specifically relate to employees with disabilities 26.4. Accessible buildings and grounds
	27. For which of the following workforce practices, related to supporting employees with disabilities, has your agency experienced significant challenges? Select all that apply* ☐ Ensuring recruitment and selection processes are accessible and fair ☐ Ensuring equipment, work processes and resources are accessible and fair ☐ Ensuring buildings and grounds are accessible to employees with disabilities ☐ Providing flexible work practices ☐ Managing unplanned absences of employees with disabilities ☐ Building a culture that is respectful and supportive towards employees with disabilities ☐ Ensuring employees with disabilities can safely raise concerns and grievances ☐ Other (please specify)

Delivering *Directing work practices for targeted outcomes*	
Topic	**Question**
Customer Service	28. To what extent does your agency have the following strategies in place to improve customer service? 28.1. Reference to delivering high levels of customer service is included in documented organisational objectives and management policies 28.2. Ability to achieve a high level of customer service is a assessed when selecting employees for jobs in your agency 28.3. Recognition programs exist for employees achieving high levels of customer service 28.4. Customer service is a key performance indicator for frontline employees 28.5. Customer service is a key performance indicator for senior managers 28.6. Employees are trained on delivering a high level of customer service 28.7. A process exists for regularly (e.g. at least once a year) collecting customer feedback 28.8. A process exists for obtaining employees' ideas for ways to improve customer service 28.9. Your agency benchmarks its customer service against other organisations
Excellence in workforce management	29. If you could change one thing to improve the effectiveness of your workplace, what would it be?* 30. Optional – Please briefly describe an example of an excellent or innovative workforce management initiative that has been successfully implemented by your agency. This may be used in the State of the Public Sector Report 2014. Please provide details of a contact person who can give further information on this initiative.* Name: _____ Email address: _____ Phone no: _____